UPHONGOLO MUNICIPALITY

FINAL

INTEGRATED DEVELOPMENT PLAN (IDP)

2019/2020

June 2019

TABLE OF CONTENTS

MAYOR'S FOREWORD....1

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT: ONE CRITICAL ASPECT WITH REGARD TO THE MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT HAS BEEN A NEED TO FILL CRITICAL POSITIONS WITHIN THE UPHONGOLO MUNICIPALITY. I AM HAPPY TO ANNOUNCE THAT 2 (TWO) OF THOSE CRITICAL POSITIONS HAVE SINCE BEEN FILLED BY THE APPOINTMENTS OF THE CHIEF FINANCIAL OFFICER AND DIRECTOR: INFRASTRUCTURE DEVELOPMENT. THE DIRECTOR LOCAL ECONOMIC DEVELOPMENT AND PLANNING AS WELL AS DIRECTOR: CORPORATE SERVICES POSITIONS APPOINTMENTS ARE IN PROGRESS. GOING FORWARD, THE FOLLOWING STRATEGIES WERE DEVELOPED AND ARE IN PROGRESS IN TERMS OF IMPLEMENTATION:....2

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT HAS BEEN HIGHLY DEPENDENT ON GRANT FUNDING FOR THE PAST FEW YEARS. WE ARE PLEASED TO REPORT THAT THE FOLLOWING PROJECTS WERE IMPLEMENTED THROUGH MIG DURING 2018/2019 WHEREAS OTHER PROJECTS ARE STILL IN PROGRESS: 3

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT: FINANCIAL SUSTAINABILITY IS HIGHLY DEPENDENT ON COLLECTION OF RATES AND SERVICE CHARGES. FINANCIAL SUSTAINABILITY HAS IMPROVED DRASTICALLY AND, THUS, THE MUNICIPALITY HAS BEEN ABLE TO FAST-TRACK SERVICE DELIVERY. THE COLLECTION OF RATES HAS IMPROVED AND IS EXPECTED TO FURTHER IMPROVE IN THE NEXT FINANCIAL YEARS. THE CASH FLOW STATUS OF THE MUNICIPALITY IS POSITIVE. AREAS OF IMPROVEMENT ARE LISTED BELOW....4

LOCAL ECONOMIC DEVELOPMENT: UPHONGOLO MUNICIPALITY HAS BEEN IDENTIFIED AS A TOURIST DESTINATION AND HOSTED A SEVERAL LED/TOURISM AND INVESTMENTS INFORMATION SESSIONS WHERE MAJOR BUSINESSES AND STAKEHOLDERS WERE INVITED TO PARTICIPATE. 4

GOOD GOVERNANCE AND PUBLIC PARTICIPATION: THE FOLLOWING COUNCIL STRUCTURES HAVE BEEN ESTABLISHED AND ARE FULLY FUNCTIONAL: 5

CROSS-CUTTING INTERVENTIONS: IN AS FAR AS THIS KPA IS CONCERNED, PROGRESS IS MADE ON THE FOLLOWING:....6

MUNICIPAL MANAGER'S OVERVIEW 12

SECTION A: EXECUTIVE SUMMARY 15

1. EXECUTIVE SUMMARY....16

1.1. WHO WE ARE 16

1.2. SPATIAL LOCATION WITHIN KWAZULU-NATAL....17

1.2.1. REGIONAL CONTEXT....18

1.3 DEMOGRAPHIC PROFILE....18

1.3.1 POPULATION SIZE 18

1.3.2 POPULATION DISTRIBUTION 19

1.3.3 UPHONGOLO WARDS AND TRADITIONAL COUNCILS 19

1.4 ECONOMIC PROFILE 20

1.4 ECONOMIC PROFILE: CONTRIBUTION BY SECTORS....25

GVA CONTRIBUTION BY SECTOR 25
1.5 HOW WAS THIS 2019/2020 IDP DEVELOPED? 30
1.6 IDP PUBLIC PARTICIPATION PROCESS 37
1.7 MEC COMMENTS FOR 2018/2019 IDP 39
1.8 2017/2018 AUDITOR GENERAL FINDINGS 40
1.8 LONG TERM VISION 46
VISION STATEMENT 46
MISSION STATEMENT 46
CORE VALUES 47
1.9 WHAT ARE WE GOING TO DO TO UNLOCK AND ADDRESS CHALLENGES OVER THE NEXT 5-YEARS? ..47
1.10 HOW WILL PROGRESS BE MEASURED? 51
SECTION B: 55
PLANNING AND DEVELOPMENT PRINCIPLES, GOVERNMENT POLICIES & IMPERATIVES 55
2. PLANNING AND DEVELOPMENT PRINCIPLES 56
2.1. LEGISLATIVE FRAMEWORK TOWARDS ACHIEVING IDP OBJECTIVES 57
2.2. INTERNATIONAL POLICY DIRECTIVES: SUSTAINABLE DEVELOPMENT GOALS 62
2.3. AGENDA 2063 (AFRICAN ASPIRATIONS FOR 2063) 65
2.4. NATIONAL OUTCOME DELIVERY AGREEMENTS 66
2.5. NATIONAL AND PROVINCIAL DEVELOPMENT PLANNING AND POLICY DIRECTIVES 68
2.6. THE NATIONAL DEVELOPMENT PLAN 69
2.7. THE NEW GROWTH PATH 71
2.8. THE 2004 COMPREHENSIVE PLAN FOR SUSTAINABLE HUMAN SETTLEMENTS 72
2.9. COMPREHENSIVE RURAL DEVELOPMENT PLAN (CRDP) 74
2.11. MEDIUM-TERM STRATEGIC FRAMEWORK 76
2.12. NATIONAL SPATIAL DEVELOPMENT PERSPECTIVE (NSDP) 77
2.13. PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS) 80
2.14. SPATIAL DEVELOPMENT FRAMEWORKS (PROVINCIAL AND MUNICIPAL) 82
2.15. ZULULAND DISTRICT GROWTH AND DEVELOPMENT PLAN (2015) AND INTEGRATED DEVELOPMENT PLAN 83
2.16. THE CABINET LEKGOTLA 84
2.16.1. UPHONGOLO MUNICIPALITY'S ROLE IN CABINET LEKGOTLA 85
2.16.2. THE DISTRICT LEKGOTLA 85
2.17. THE STATE OF THE NATION ADDRESS 2019 85
2.18. THE STATE OF THE NATION ADDRESS 2019 87
2.19. PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY 99
2.20. SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO.16 OF 2013 (SPLUMA) 100
2.20.1. SPLUMA PRINCIPLES 101

2.21. INTER-GOVERNMENTAL RELATIONS 103
2.22. INTEGRATED DEVELOPMENT PLANNING IN UPHONGOLO MUNICIPALITY 104
2.23. INTEGRATED ALIGNMENT WITH GOVERNMENT PRIORITIES 104
2.24. ALIGNMENT WITH GOVERNMENT PRIORITIES 105
2.24.1. SUSTAINABLE DEVELOPMENT GOALS 105
2.24.2. GOVERNMENT PRIORITIES 107
FIGURE 33: NATIONAL PLAN PRIORITIES 107
FIGURE 34: NATIONAL OUTCOMES 107
FIGURE 35: PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY GOALS 108
2.24.3. INTEGRATED ALIGNMENT WITH GOVERNMENT PRIORITIES 110
2.24.4. ALIGNMENT WITH BACK TO BASICS 111
SECTION C: SITUATIONAL ANALYSIS 114
3.1 SPATIAL ANALYSIS 116
3.1.1 UPHONGOLO REGIONAL CONTEXT 116
3.2 DEMOGRAPHIC PROFILE 118
3.3 CROSS CUTTING ISSUES 121
3.3.1 REGIONAL CONTEXT 121
3.4 ENVIRONMENTAL ANALYSIS 122
3.5 STRUCTURING ELEMENTS 125
3.6 AGRICULTURE 126
3.7 SETTLEMENT PATTERN 127
3.7.1 EXISTING LAND USE PATTERNS 129
3.7.2 GRAZING LAND 131
3.7.3 CONSERVATION AND TOURISM 131
3.7.4 LAND OWNERSHIP 132
3.8 LAND REFORM 133
3.9 LAND CAPABILITY 133
3.10 SETTLEMENTS 134
3.11 DEVELOPMENT NODES 135
3.11.1 DEVELOPMENT NODES 135
3.11.2 DEVELOPMENT CORRIDORS 135
3.12 SPATIAL AND ENVIRONMENTAL SWOT ANALYSIS 137
UPHONGOLO MUNICIPALITY DISASTER MANAGEMENT PLAN 139
INTRODUCTION 139
BACKGROUND AND LEGISLATIVE MANDATE 139
NEW APPROACH TO DISASTER MANAGEMENT 142

KEY PERFORMANCE AREA 1 142
STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY - MUNICIPAL DISASTER MANAGEMENT SECTION 142
MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK 143
MUNICIPAL DISASTER MANAGEMENT PLAN 143
MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM 143
KEY PERFORMANCE AREA 2 144
DISASTER RISK ASSESSMENT 144
KEY PERFORMANCE AREA 3 153
DISASTER RISK REDUCTION 153
KEY PERFORMANCE AREA 4 157
DISASTER RESPONSE AND RECOVER 158
ENABLER 1 159
INFORMATION MANAGEMENT AND COMMUNICATION 159
N, TRAINING AND PUBLIC AWARENESS 160
ENABLER 3 160
ARRANGEMENTS FOR DISASTER RISK MANAGEMENT 160
SECTION D: 163
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT SITUATIONAL ANALYSIS 163
3.13 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT 164
3.13.1 HUMAN RESOURCE MANAGEMENT, HUMAN RESOURCE DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN 165
3.13.2 COUNCIL APPROVED ORGANISATIONAL STRUCTURE 167
3.13.3 FILLING OF CRITICAL POSTS (MM & SECTION 56 POSITIONS) 184
3.14 COUNCIL ADOPTED PLANS 186
3.14.1 COUNCIL ADOPTED EMPLOYMENT EQUITY POLICY AND PLAN 186
3.14.2 WORKPLACE SKILLS PLAN (WSP) 188
3.14.2.1 IMPLEMENTATION OF EEP AND WSP (TRAINING, RECRUITMENT AND STAFF RETENTION) 189
3.14.3 ICT POLICY FRAMEWORK 191
3.15 INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION SWOT ANALYSIS 192
SECTION E: 195
BASIC SERVICE DELIVERY AND 195
INFRASTRUCTURE DEVELOPMENT: 195
SITUATIONAL ANALYSIS 195
4 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: SITUATIONAL ANALYSIS 196
4.1 WATER 196
4.1.1 WATER SERVICES AUTHORITY 196
4.1.2 REVIEW OF ZULULAND DM WATER SERVICES DEVELOPMENT PLAN 196

4.1.3 WATER SERVICES DEVELOPMENT PLAN LINK 199
4.1.4 WATER SERVICES DEVELOPMENT PLAN ANNEXURE 199
4.1.5 ZULULAND DISTRICT MUNICIPALITY AS A WATER SERVICES AUTHORITY 199
4.1.6 DATE OF LAST REVIEW OF WSDP 200
4.1.7 OPERATIONS AND MAINTENANCE PLAN FOR WATER AND SANITATION 200
4.1.8 STATUS OF THE WATER SERVICES AUTHORITY'S OPERATIONS AND MAINTENANCE PLAN 200
4.1.9 STATUS OF THE INFRASTRUCTURAL BACKLOGS, NEEDS AND PRIORITIES 201
4.1.10 BACKLOGS FOR WATER AND SANITATION SERVICES 209
4.1.11 MAPS SHOWING ACCESS TO WATER 212
4.2 SANITATION MAPS 214
4.3 MUNICIPAL CO-ORDINATION OF DEVELOPMENT ACTIVITIES WITH RELEVANT SECTOR DEPARTMENTS AND SERVICE PROVIDERS 219
4.4 SOLID WASTE MANAGEMENT 219
4.4.1 WASTE COLLECTION SERVICES 219
4.4.2 THE STATUS BACKLOGS, NEEDS AND PRIORITIES FOR SOLID WASTE COLLECTION, REMOVAL AND DISPOSAL 220
4.4.3 OWNERSHIP OF WASTE DISPOSAL SITES 223
4.4.4 THE STATE OF WASTE DISPOSAL SITE 223
4.4.5 INTEGRATED WASTE MANAGEMENT PLAN 224
4.4.6 PROGRESS OF IMPLEMENTATION: INTEGRATED WASTE MANAGEMENT PLAN 224
4.4.7 WASTE DIVERSION 224
4.5 TRANSPORTATION INFRASTRUCTURE 225
4.5.1 EXISTING AND FUTURE TRANSPORT INFRASTRUCTURE 225
4.5.2 INSTITUTIONAL RESPONSIBILITY FOR TRANSPORT INFRASTRUCTURE 232
4.5.3 RESPONSIBILITY OF THE PROVISION OF NEW ROADS AND RELATED FACILITIES 232
4.5.4 PLAN FOR THE PROVISION OF NEW ROADS, OPERATIONS AND MAINTENANCE FOR EXISTING AND NEW ROADS 234
4.5.4.1 INTEGRATED TRANSPORT PLAN AS UPHONGOLO MUNICIPALITY'S RESPONSIBILITY 234
4.5.4.2 INTEGRATED TRANSPORT PLAN REVIEW 234
4.5.4.3 LINK TO INTEGRATED TRANSPORT PLAN 234
4.5.5 TRANSPORT ANALYSIS 234
4.6 ENERGY/ELECTRICITY 238
4.6.1 ELECTRICITY ENERGY PROVIDER 238
4.6.2 ENERGY SECTOR PLAN 238
4.6.3 OPERATIONS AND MAINTENANCE PLAN FOR ELECTRICITY 238
4.6.4 SCHEDULE 5.B PROJECTS (DOE FUNDING) 238
4.6.5 THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR ELECTRICITY/ENERGY SERVICES 238

4.6.6 MUNICIPAL CO-ORDINATION OF DEVELOPMENT ACTIVITIES 242
4.7 ACCESS TO COMMUNITY FACILITIES 242
4.7.1 CEMETERIES 242
4.7.2 THE STATUS, BACKLOGS, NEEDS AND PRIORITIES 243
4.7.3 MUNICIPAL CO-ORDINATION OF DEVELOPMENT ACTIVITIES 249
4.8 HUMAN SETTLEMENTS 249
4.8.1 UPHONGOLO MUNICIPALITY AS HOUSING DEVELOPER FOR HUMAN SETTLEMENTS 249
4.8.2 HOUSING SECTOR PLAN 249
4.8.3 ALIGNMENT OF HOUSING SECTOR PLAN TO KZN HUMAN SETTLEMENTS SPATIAL MASTER PLAN (2030) 249
4.8.4 HOUSING CHAPTER HIGHLIGHTING HOUSING NEEDS AND PLANNED PROJECTS 250
4.8.5 EXISTING AND PLANNED HOUSING PROJECTS 250
4.8.6 LEVEL OF SERVICES AND BACKLOGS 253
4.8.7 MECHANISM FOR CO-ORDINATION OF HOUSING DEVELOPMENTS WITH THE SERVICE PROVIDERS/AUTHORITIES 257
4.8.8 COMMITTED FUNDING FOR THE SERVICES IN SUPPORT OF HOUSING PROJECTS 257
4.9 TELECOMMUNICATIONS 258
4.9.1 THE STATUS, BACKLOGS, NEEDS, PRIORITIES AND CHALLENGES 258
4.10 PROVISION OF INFRASTRUCTURE PROJECTS RELATING TO NATIONAL 2018 AND LOCAL GOVERNMENT (2021) ELECTIONS 259
4.11 BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT SWOT ANALYSIS 260
LOCAL ECONOMIC DEVELOPMENT 262
SITUATIONAL ANALYSIS 262
5 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS 263
5.1 INTRODUCTION 263
5.2 LED STRATEGY/PLAN 263
5.3 POLICY/REGULATORY ENVIRONMENT 263
5.4 LED KPA'S RESPONSE TO THE NDP, PGDP & DGDP PRIORITIES 266
5.5 SPATIAL REFERENCING OF LED PROGRAMMES/PROJECTS 285
5.6 IDENTIFICATION OF BENEFICIARIES 286
5.7 STRATEGIC PROGRAMMES RESPONSIVE TO THE COMPARATIVE AND COMPETITIVE ADVANTAGE OF THE LOCALITY 295
5.8 JOB CREATION 297
5.9 EPWP INDICATORS 298
5.10 GREEN ECONOMY INITIATIVES 298
5.11 LED CAPACITY IN THE MUNICIPALITY 301
5.12 PLAN TO MOBILISE THE PRIVATE SECTOR RESOURCES 302
5.13 SOCIAL DEVELOPMENT 302

5.13.1 3 PRIORITIES PER WARD 303
5.13.2 HEALTH AND EDUCATIONAL SECTORS 303
5.14 SAFETY AND SECURITY, NATION BUILDING AND SOCIAL COHESION 309
5.14.1 MUNICIPAL SAFETY PLAN 310
5.14.2 MUNICIPAL HEALTH SERVICES BY-LAW 311
5.14.3 VULNERABLE SITUATIONAL ANALYSIS 311
5.14.3.1 MUNICIPAL PLAN FOR RESPONSE TO THE NEEDS OF THE VULNERABLE GROUPS 311
5.14.3.4 HOUSEHOLDS SUPPORTED WITH FOOD PRODUCTION INITIATIVES 315
5.14.3.5 SUPPORT WITH NATIONAL SCHOOL NUTRITION PROGRAMME 316
5.14.4 SOCIAL DEVELOPMENT SWOT ANALYSIS 316
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT 319
6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT 320
6.1 THREE YEAR SYNOPSIS ON CAPITAL FUNDING AND EXPENDITURE 320
6.2 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT 326
6.3 REVENUE RAISING STRATEGIES 327
6.4 REVENUE PROTECTION (DEBT MANAGEMENT) 333
6.5 FINANCIAL MANAGEMENT 337
6.5.1 SUPPLY CHAIN MANAGEMENT (SCM) 337
6.6 ASSETS AND INFRASTRUCTURE 339
6.6.1 REPAIRS AND MAINTENANCE 339
6.6.2 FINANCIAL VIABILITY/SUSTAINABILITY 339
6.7 LOANS/ BORROWINGS AND GRANT DEPENDENCY 340
6.8 AUDITOR GENERAL'S OPINION 343
6.9 SWOT ANALYSIS ON MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT 344
GOOD GOVERNANCE AND PUBLIC PARTICIPATION 347
7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION 348
7.1 BATHO PELE POLICY AND PROCEDURE MANUAL 348
7.1.1 SUMMARY OF UPHONGOLO MUNICIPALITY BATHO PELE PRINCIPLES 348
7.2 OBJECTIVES OF THE SERVICE DELIVERY CHARTER 349
7.3 SERVICE DELIVERY IMPROVEMENT PLAN 349
7.4 OPERATION SUKUMA SAKHE PROGRAMME 350
7.4.1 INTRODUCTION TO UPHONGOLO MUNICIPALITY OSS 351
7.4.2 OPERATION SUKUMA SAKHE ORGANOGRAM 352
7.4.3 FUNCTIONALITY OF WAR-ROOMS IN UPHONGOLO MUNICIPALITY 352
7.4.4 FIELD WORKER DISTRIBUTION BY LOCAL MUNICIPALITY 352
7.4.5 FIELD WORKER DISTRIBUTION 353

7.4.6 POVERTY ALLEVIATION PROGRAMMES: EDUCATION 353
7.4.7 PLANS TO ADDRESS THE DEFICIT 353
7.4.8 AWARENESS CAMPAIGNS 354
7.4.9 LTT INTERVENTIONS REPORT QUARTER 4 – (JANUARY TO MARCH) 356
7.4.10 BENEFICIARIES OF UPHONGOLO OSS 358
7.4.11 OSS ACHIEVEMENTS 358
7.4.12 OSS CHALLENGES 359
7.5 INTER-GOVERNMENTAL RELATIONS (IGR)) 360
7.5.1 THE STATUS (FUNCTIONALITY) OF INTERGOVERNMENTAL RELATIONS STRUCTURES (IGR) & ITS STRUCTURES 360
7.5.2 PARTICIPATION IN PROVINCIAL FORUMS (MUNIMEC AND PCF) 360
7.5.3 IGR DEDICATED OFFICIAL 361
7.6 THE STATUS OF THE FUNCTIONALITY OF WARD COMMITTEES 361
7.6.1 COMPOSITION OF WARD COMMITTEES 361
7.6.2 FUNCTIONS OF WARD COMMITTEES 361
7.7 PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS 363
7.8 IDP STEERING COMMITTEE PARTICIPATION OF HODS 363
7.9 FUNCTIONALITY OF MANAGEMENT STRUCTURES 363
7.10 COMMUNICATION PLAN/STRATEGY 364
7.11 INTERNAL AUDIT AND AUDIT COMMITTEE 364
7.11.1 FUNCTIONALITY OF INTERNAL AUDIT UNIT 364
7.11.2 AUDIT COMMITTEE / PERFORMANCE AUDIT COMMITTEE 366
7.12 RISK MANAGEMENT COMMITTEE AND MEMBERS 367
7.12.1 ENTERPRISE RISK MANAGEMENT 367
7.12.2 RISK REGISTER 367
7.12.3 ESTABLISHMENT AND FUNCTIONALITY OF RISK MANAGEMENT COMMITTEE /COMBINED COMMITTEE 368
7.13 A COMPREHENSIVE LIST OF COUNCIL ADOPTED MUNICIPAL POLICIES 369
7.14 COUNCIL ADOPTED AND PROMULGATED BY-LAWS 371
7.15 MUNICIPAL BID COMMITTEES, FUNCTIONALITY AND MEMBERSHIP 372
7.16 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC) 373
7.17 PORTFOLIO COMMITTEES (REPRESENTATIVES AND FUNCTIONALITIES) 376
7.18 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS 380
7.19 WARD BASED PLANNING 382
7.20 LAND AND USE MANAGEMENT 382
7.21 KEY CHALLENGES 383
7.21.1 KEY CHALLENGES AND INTERVENTIONAL MEASURES 383

7.22 KEY CHALLENGES EXPLAINED 384
7.22.1 SOURCE OF KEY CHALLENGES 384
7.23 ANNUAL PERFORMANCE REPORT 2017/2018 389
SECTION D: 390
VISION, GOALS, OBJECTIVES AND STRATEGIES 390
8 MUNICIPAL VISION, GOALS AND OBJECTIVES 391
8.1 LONG TERM VISION 391
8.2 UPHONGOLO MUNICIPALITY GOALS 393
8.3 DEFINING A GOAL, OBJECTIVE AND STRATEGIES 418
8.4 GOALS AND OBJECTIVES ADDRESSING THE KEY CHALLENGES 418
8.5 GOALS AND OBJECTIVES ALIGNED TO KPAS 419
8.6 GOALS AND OBJECTIVES UNPACKED AS THE 6 KZN KPAS 420
SECTION: E 421
STRATEGIC MAPPING-1 421
9 STRATEGIC MAPPING 422
9.1 MAP SHOWING ENVIRONMENTAL SENSITIVE AREAS 424
9.2 THE MUNICIPALITY'S DESIRED SPATIAL OUTCOMES 427
9.3 DESIRED SPATIAL FORM AND LAND USE 427
9.3.1 DESIRED SPATIAL FORM AND LAND USE MAPS 428
9.3.2 MAP REFLECTING SPATIAL RECONSTRUCTION OF THE MUNICIPALITY 431
9.4 STRATEGIC GUIDANCE LOCATION AND NATURE OF BOTH PUBLIC AND PRIVATE DEVELOPMENT WITHIN THE MUNICIPALITY 432
9.5 SPATIAL ALIGNMENT WITH NEIGHBORING MUNICIPALITIES 433
9.6 AREAS WHERE STRATEGIC INTERVENTION IS REQUIRED 439
9.6.1 MAP REFLECTING STRATEGIC INTERVENTIONS 441
SECTION: E-2 445
IMPLEMENTATION PLANS 445
10 IMPLEMENTATION PLAN 446
10.1 UPHONGOLO MUNICIPALITY WARD BASED PLANS: COMMUNITY CONSULTATION PROJECTS AND PRIORITIES 446
10.2 UPHONGOLO MUNICIPALITY'S PROPOSED PROJECTS FOR 2018/2019 AND STATUS OF PREVIOUS PROJECTS 448
SECTION: F 454
FINANCIAL PLAN 454
11 FINANCIAL PLAN 455
IMPLEMENTATION OF MSCOA 456
11.1 ADOPTION OF A FINANCIAL PLAN 456

11.2 AN OVERVIEW OF THE 3-YEAR MUNICIPAL BUDGET 456

11.3 FINANCIAL MANAGEMENT POLICIES AND STRATEGIES 457

BUDGET RELATED-POLICIES 457

Credit Control and Debt Collection Procedures/Policies *457*

Budget Policy *458*

Budget and Virement Policy *458*

Borrowing Policy *458*

Cash Management and Investment Policy *459*

Supply Chain Management Policy *459*

Tariff Policies *459*

11.4 THREE-YEAR OPEX 460

11.5 MUNICIPAL ABILITY'S OPERATIONAL EXPENSES 460

11.6 THE FINANCIAL PLAN CONTAINS PROJECTS WITH COMMITTED FUNDING 460

ANNUAL OPERATIONAL PLANS 461

12 ANNUAL OPERATIONAL PLANS 462

SECTION H: 463

ORGANISATIONAL PMS FRAMEWORK AND 463

INDIVIDUAL PERFORMANCE MANAGEMENT POLICY 463

13 ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM 464

SECTION H: 465

BACK TO BASICS 465

14 BACK TO BASICS 466

SECTION I: ..... ERROR! BOOKMARK NOT DEFINED.

ANNEXURES ..... ERROR! BOOKMARK NOT DEFINED.

LIST OF FIGURES

Figure 1: uPhongolo Population Growth Rate (2003 to 2013) 21

Figure 2: Diagrammatic representation of KZN PGDS Strategic Framework 105

Figure 3: Education Levels 120

Figure 4: Tenure Status 128

Figure 5: Household Goods ..... **Error! Bookmark not defined.**

Figure 6: Municipality Disaster Response and Recovery Framework 158

Figure 7: Household access to telecommunication (2011) ..... **Error! Bookmark not defined.**

Figure 8: Strategic Objective: Social Cohesion and Development 310

LIST OF GRAPHS

Graph 1: Age of Economically Active Persons 24

Graph 2: Graphic Showing Steady of the GVA 25

Graph 3: Graphic Showing GDP by Sector 26

Graph 4: Levels of Education 307

Graph 5: Levels of Education Per Ward 308

Graph 6: Level of Education per CS 2016 309

LIST OF MAPS

1: uPhongolo Municipality 16

Map 2: uPhongolo Wards and Traditional Councils 19

Map 3: uPhongolo Regional Context 117

Map 4: Map Showing uPhongolo in a Regional Context 122

Map 5: uPhongolo Environmental Sensitivity 123

Map 6: uPhongolo Precipitation 124

Map 7: uPhongolo Land Cover 131

Map 8: uPhongolo Land Tenure 132

Map 9: uPhongolo Capability 134

Map 10: Nodal Analysis 136

Map 11: Development Corridor 137

Map 12: Municipalities Affected by Drought 146

Map 13: Drought Hazard 147

Map 14: Hazard risk 2 148

Map 15: Road Accident/Ward Hazard 149

Map 16: Hazard Risk 3 150

Map 17: Hazard Risk 4 151

Map 18: Hazard Risk 6 152

Map 19: Hazard Risk 7 153

Map 20: Disaster Risk and Reduction Projects linked to budget 156

Map 21: Distance 157
Map 22: Zululand District Municipality Regional Schemes Rollout-2014 to 2018 ... **Error! Bookmark not defined.**
Map 23: The spatial distribution of water treatment works in Zululand. 206
Map 24: Drought Relief Intervention Plan 208
Map 25: Percentage of Households with No Access to Piped Water (2011) 209
Map 26: Map Showing Percentage of Households With No Access to Toilets (2011) 211
Map 27: Map Showing Level of Water Services 212
Map 28: Map Showing Existing Water Services Infrastructure 213
Map 29: Map Showing Rural Sanitation Rollout 2014- 2017 214
Map 30: Rudimentary Rollout (2014 – 2017) 215
Map 31: Map Showing the Proposed Water Projects 216
Map 32: Rudimentary Rollout 2014-2017 217
Map 33: Rural Sanitation Rollout Projects (2014 – 2017 218
Map 34: Map Showing Refuse Removal Backlog Assessment 222
Map 35: Map Showing Municipal, Provincial and National Roads as per uPhongolo Spatial Development Framework 227
Map 36: Access to Roads 231
Map 37: Map Showing 2018/2019 MIG Projects 232
Map 38: MAP SHOWING 2019/2020 MIG PROJECTS ..... **Error! Bookmark not defined.**
Map 39: MAP SHOWING 2020/2021 MIG PROJECTS 233
Map 40: Transportation Vehicle Trips 236
Map 41: Transportation Vehicle Volumes 237
Map 42: Map Showing Electricity Backlog Assessment 239
Map 43: Map Showing Zululand District Municipality Electricity Network Constraints (2018) 240
Map 44: Map Showing Electricity Connections in uPhongolo 241
Map 45: Electricity Network in uPhongolo 242
Map 46: Map Showing Current Housing Projects 253
Map 47: Health Facilities 303
Map 48: Educational Facilities ..... **Error! Bookmark not defined.**

Map 49: Map Showing Environmental Sensitive Areas Map 424
Map 50: Map Showing Agricultural Potential Areas 425
Map 51: Map Showing Urban Agriculture in Pongola and Ncotshane Expansion Area 425
Map 52: Map Showing Disaster Risk and Reduction Projects linked to budget 426
Map 53: Map Showing the uPhongolo Municipal's Desired Spatial Outcomes 427
Map 54: Map Showing Land Cover 428
Map 55: Map Showing Population Density 429
Map 56: Map Showing Settlements 430
Map 57: Map Showing the uPhongolo Municipal's Desired Spatial Outcomes 431
Map 58: Map Showing uPhongolo Nodes and Corridors 432
Map 59: Map Reflecting aBaqulusi Local Municipality SDF 434
Map 60: Map Reflecting eDumbe Local Municipality SDF 435
Map 61: Map Reflecting: Jozini Local Municipality SDF 436
Map 62: Map Reflecting Mkhondo Local Municipality M SDF 437
Map 63: Map Reflecting Nongoma Local Municipality SDF 438
Map 64: Map Reflecting Spatial Economic Development Principles 440

LIST OF TABLES

Table 1: Table below Showing the Representativity of Political Parties 8
Table 2: Table Showing Key Demographic Statistics 18
Table 3: Table Showing Population and Ethnic Groups 20
Table 4: Table Showing Education Levels 23
Table 5: Table Showing HIV & AIDS Trends 24
Table 6: Table Showing Economic Sectors by Percentage 26
Table 7: Table Showing IDP, Budget Preparation and PMS Action Plan 30
Table 8: Table Showing Municipal Challenges and Interventional Measures 41
Table 9: Table Showing National KPA: Municipal Transformation and Organizational Development ..... **Error! Bookmark not defined.**
Table 10: Table Showing Discussion of the 12 National Outcome Delivery Agreements 66

Table 11: Table Showing National Plan Priorities 70

Table 12: Table Showing the KZN 7 Strategic Goals 81

Table 13: The KZN 7 Strategic Goals 109

Table 14: Table Showing the Zululand DGDP 111

Table 15: Back-to-Basics Alignment 113

Table 16: Key Demographic Statistics 118

Table 17: Gender and Age Distribution and Dependency Profile 119

Table 18: Highest Education Level 120

Table 19: Population Distribution by School Attendance 121

Table 20: Table: Household Size 127

Table 21: Household Dwelling Type 128

Table 22: Female Headed Households Figures 129

Table 23: Child Headed Households 129

Table 24: Land Cover 129

Table 25: Table Showing Spatial and Environmental Analysis 137

Table 26: Priority risks and threats 145

Table 27: Table Showing uPhongolo Municipality's Functions in Relation to those of the Zululand District Municipality 183

Table 28: Table Showing Members of the ICT Steering Committee 191

Table 29: Table Showing SWOT Analysis: Institutional Development and Transformation 192

Table 30: Table Showing the Water Services Policy as Part of the WSDP 197

Table 31: Table Showing the Free Basic Sanitation Policy as Part of the WSDP: 198

Table 32: Table Showing a summary of the status of service delivery to ZDM and its LMs (2016 Census Stats) ..... **Error! Bookmark not defined.**

Table 33: WATER BACKLOGS (WSDP 2017) 209

Table 34: Table Showing Sanitation Backlogs (WSDP 2017) 210

Table 35: Table: Community Access to Sanitation Facilities (STATSSA) 210

Table 36: Table Showing Status and Database of Existing Facilities in uPhongolo Municipality 221

Table 37: Table Showing Refuse Removal Backlogs Per Municipality 221

Table 38: Table Showing Taxi Operations in uPhongolo 235

Table 39: Table Showing Energy Backlogs Per Municipality 239

Table 40: Table Showing Estimated Cemetery Land Requirements (2020) 243

Table 41: Table Showing KZN Department of Health Strategic Goals 245

Table 42: Access to Primary Schools 247

Table 43: Table Showing uPhongolo's Planned and Ongoing Housing Projects 252

Table 44: Table Showing Phongolo Housing Backlog 256

Table 45: Table Showing Household Access to Telecommunications 258

Table 46: Table Showing SWOT Analysis on Basic Service Delivery and Infrastructure Development 260

Table 47: Table Showing SWOT Analysis for Local Economic Development 293

Table 48: Table Showing SWOT Analysis: Social Development 316

Table 49: Table Showing Grants Performance for the Financial Year 2016/17 320

Table 50: Table Showing Grants Performance for the Financial Year 2015/2016 321

Table 51: Table Showing Grants Performance for the Financial Year 2014/2015 320

Table 52: Table Showing Three-Year Capital Infrastructure Programme 2016/2017 – 2018/2019 324

Table 53: Table Showing Financial Revenue Performance During the 2016/2017 Financial Year 328

Table 54: Table Showing Revenue Performance During the 2017/18 Financial Year ..... **Error! Bookmark not defined.**

Table 55: Three-Year Outstanding Debt 334

Table 56: Table Showing Debtors Age Analysis 335

Table 57: Table Showing Current Members of the Bid Specification Committee 338

Table 58: Table Showing Current Members of the Bid Evaluation Committee 338

Table 59: Table Showing Current Members of the Bid Adjudication Committee 338

Table 60: Table Showing Financial Performance Indicators 340

Table 61: Table Showing Loans / Borrowings and Grant Dependency for the Financial Year 2016/2017 340

Table 62: Table Showing Loans / Borrowings and Grant Dependency for the Financial Year 2017/2018 341

Table 63: Table Showing Grants Received and Spent for 2014/2015 to 2016/2017 342

Table 64: Table Showing Municipal Financial Viability and Management SWOT Analysis 344

Table 65: Table Showing uPhongolo Municipality OSS Education Poverty Alleviation Programmes: Education 353

Table 66: Table Showing Current Audit Committee/Performance Committee Members 367

Table 67: Table Showing MANCO Risk Committee Members 369

Table 68: Table Showing List of HR Policies Coupled with Recently Approved HR Policies 369

Table 69: Table Showing Council Adopted Sector Plans 372

Table 70: Table Showing Current Members of the Bid Specification Committee 372

Table 71: Table Showing Current Members of the Bid Evaluation Committee 373

Table 72: Table Showing Current Members of the Bid Adjudication Committee 373

Table 73: Table Showing Members of the MPAC, their Gender and Political Affiliation 375

Table 74: Table Showing Portfolio Committees, Members, Gender and Political Affiliation 376

Table 75: Table Showing the Functions of the Portfolio Committees 378

Table 76: Table Showing Good Governance and Public Participation SWOT Analysis 380

Table 77: Table Showing Municipal Challenges and Interventional Measures 383

Table 78: Table Showing Spatial and Environmental Analysis 384

Table 79: Table Showing SWOT Analysis: Institutional Development and Transformation 385

Table 80: Table Showing SWOT Analysis on Basic Service Delivery and Infrastructure Development 385

Table 81: Table Showing SWOT Analysis for Local Economic Development 386

Table 82: Table Showing Municipal Financial Viability and Management SWOT Analysis 387

Table 83: Table Showing Good Governance and Public Participation SWOT Analysis 388

Table 84: Table Showing uPhongolo Municipality's Goals Aligned to KZN KPAs 419

MAYOR'S FOREWORD

HONOURABLE MAYOR - CLLR BC NHLABATHI

The mandate of uPhongolo Municipality is not unique to the broader mandate given to Local Government by the South African Constitution, Chapter 7. The only uniqueness we have is the difference in the legitimate expectations of our citizenry. Our resolve is based on serving our communities wherever they live.

We pledge that in these five years that we have been given by the electorate they will be spent fruitfully for the benefit of all our people. We are here in the Council carrying clear mandates of our constituencies and of our communities at large. We are aware that we have been sworn in office after the IDP's and budgets of the 2016/17 financial year had already been approved.

This is the 4th generation of the Integrated Development Plan (IDP's), subsequent to the last local government elections. The Council of uPhongolo Municipality held its strategic planning session in February 2019 to look at its challenges and interventions, internal and external environmental analysis, vision, mission, core values, goals and strategic objectives in an endeavour to achieve alignment and compliance with the relevant government policies and

priorities. It is with great pleasure that I embrace the opportunity to report on the progress in respect of what we pledge to deliver for the community of uPhongolo Municipality in the next 5-year period going forward. To start with, the IDP reported about 6 Key Performance Areas namely:

- Municipal Transformation and Institutional Development;
- Basic Service Delivery and Institutional Development;
- Municipal Financial Viability and Management;
- Social and Economic Development;
- Good Governance and Public Participation; and
- Cross Cutting Interventions (Provincial KPA).

The aforementioned KPAs have goals, strategic objectives and are in line with the programmes and projects which we have the intention to implement over the next 5-year period in our endeavour to address the three main challenges which are: poverty alleviation, unemployment and inequality. In the circumstances, I wish to reiterate my genuine pleasure as I move on to report on the said KPAs.

Municipal Transformation and Institutional Development: One critical aspect with regard to the Municipal Transformation and Institutional Development has been a need to fill critical positions within the uPhongolo Municipality. I am happy to announce that 2 (two) of those critical positions have since been filled by the appointments of the Chief Financial Officer and Director: Infrastructure Development. The Director Local Economic Development and Planning as well as Director: Corporate Services positions appointments are in progress. Going forward, the following strategies were developed and are in progress in terms of implementation:

- Review of an Organogram that would respond to the needs of the municipal functionality and effectiveness;
- Critical labour structures within the municipality have been established and are operational (LLF, Training Committees);

- Council approved uPhongolo Municipality Human Resource Management, Strategy and 5-year Implementation Plan. The purpose of this HRM & HRD Strategy and Implementation Plan is to outline key interventions that are to be undertaken by the municipality in ensuring that it has the right number of people, with the right composition and with the right competencies, in the right places to enable it to deliver on the mandates and achieve its strategic goals and objectives;
- Council approved Employment Equity Policy and Plan. The purpose of this policy is to continuously create an environment that permits equal opportunity for advancement, in order to redress the past imbalances and to ameliorate the conditions of individuals and groups who have been previously disadvantaged on the grounds of race, gender and disability;
- The need for the development and review of some HR-Policies;
- Council approved ICT Policies;
- Council approved Organisational PMS Policy Framework;
- Staff and Councillor Training as per Skills Development Plan; and
- Development of the *Batho Pele* Policy

Basic Service Delivery and Infrastructure Development: Basic Service Delivery and Infrastructure Development has been highly dependent on grant funding for the past few years. We are pleased to report that the following projects were implemented through MIG during 2018/2019 whereas other projects are still in progress:

- Construction of community halls in Ward 11 and Ward 6 are in progress;
- Access Roads in Ward 9 and Ward 14
- Tarring of roads in in Ward 11;
- Thandukukhanya Sportsfield in Ward 7 and Ncotshane Sportsfield;
- Electrification Projects in Ward 7, Ward 6 and Ncotshane;
- Development/Review of Waste By-Laws;
- Development/Review of Integrated Waste Management Plan;
- Weekly Refuse/waste removal from both households and businesses;
- Job creation through Waste Management Programmes; and
- Management and Operation of landfill sites.

Municipal Financial Viability and Management: Financial sustainability is highly dependent on collection of rates and service charges. Financial sustainability has improved drastically and, thus, the municipality has been able to fast-track service delivery. The collection of rates has improved and is expected to further improve in the next financial years. The cash flow status of the municipality is positive. Areas of improvement are listed below.

- The need for the development and implementation of policies pertaining to the Radical Economic Transformation;
- Improvement of Debt Collection Strategy
- Review and implementation of uPhongolo Municipality Revenue Enhancement Strategy
- Development of Departmental Procurement Plans

During the 2017/2018 financial year, the municipality obtained an Unqualified Audit Opinion, which should give confidence to the communities and council as this is an indication that the financial status of the municipality has been reported fairly.

The Municipality has benefitted from the National Treasury Programme, (MFMA). Through this internship programme coupled with grant funding, seven (7) job opportunities were created. The aim of the programme is to build capacity within the finance department.

Local Economic Development: uPhongolo Municipality has been identified as a tourist destination and hosted a several LED/Tourism and Investments Information Sessions where major businesses and stakeholders were invited to participate.

- Establishment of Public Private Partnership and working relationships with the business communities;
- Council approved Local Economic Development Strategy (2017) and is being implemented;
- Council approved Agricultural Plan and is being implemented;
- Council approved LED Policies and By-laws (EPWP,SMME/ Informal Trading, Draft Vendor and Street Trading By-Law, etc;

- The need to develop Industrial Strategy and adoption of Investment Incentive Policy
- During 2018/2019 financial year, the Municipality had more than 1500 Learnerships New Venture Creation) with a view to improving the economic situation of uPhongolo (improved skills) which will subsequently enable the trainees to potentially kick-start their own entrepreneurial establishments such as co-operatives. This is a 12 (twelve) months programme for the youth and the unemployed.

Good Governance and Public Participation: The following Council structures have been established and are fully functional:

- Community Services Portfolio Committee;
- Technical Services Portfolio Committee;
- Finance Portfolio Committee;
- Corporate Services Portfolio Committee;
- LED and Planning Portfolio Committee;
- MPAC;
- The Audit Committee meet as scheduled;
- Ward Committees and they submit reports on a monthly basis; and
- War Rooms and ward 7 took position 3 in Provincial Premiers Excellence Awards.

In line with the provisions of the Municipal Systems Act of 2000, the IDP has been developed accordingly to reflect the current community needs as obtained through the Public Participation Process held between November/December 2018 and January 2019. For ease of reference, a report is attached-reflecting the Ward Community Needs. The most fundamental responsibilities are underlined by our oversight in the municipal programmes and activities as follows:

- To ensure the functionality of Council and Council Committees;
- To ensure the implementation of resolution register;
- To ensure a high level of oversight role in Council Programmes;
- Development, Review and implementation of policies and by-laws;
- To ensure the functional of the Internal and Audit and Performance Committee;
- Review of Community Participation Strategy during 2019/2020;
- Completion of Community Ward Base Plans following:

- ⇨ Review of Ward Operational Plans for 2019/2020;
- ⇨ Review of Ward Level Improvement Plan; and
- ⇨ Review of Ward Committee Intervention and Maintenance Plan.

Cross-Cutting Interventions: In as far as this KPA is concerned, progress is made on the following:

- Strengthening of Inter-Governmental Relations;
- Joint Municipal Planning Tribunal members appointed and to be gazetted by the Zululand District Municipality;
- SPLUMA By-Laws were gazetted in January 2017 and are being implemented;
- Building By-Laws were approved by the Council and are being implemented;
- To improve the IDP Status to a Credible IDP 2019/2020; and
- Review and Development of the IDP-Sector Plans: Spatial Development Framework, Housing Plan, Financial Plan; Integrated Transport Plan, Community Safety Plan and Integrated Waste Management Plan

Having mentioned all these achievements, please allow me to take this opportunity to appreciate the good work that our Councillors and administration are doing. We understand that they sometimes have to take their time which they should be spending with their loved ones and dedicate it to the work of the Municipality. Unfortunately, without them as a Municipality we would not have achieved what we have. We would also like to encourage the Councillors and administration to put more effort, for we believe there is still room for improvement. Finally, I would like to also thank the members of the public who actively and continuously participated and supported our Municipality during the formulation of this IDP 2018/2019.

I thank you.

……

HONOURABLE MAYOR – CLLR. BC NHLABATHI

THE STRUCTURE OF UPHONGOLO MUNICIPALITY

POLITICAL AND ADMINISTRATIVE GOVERNANCE

Political Governance

The Council of uPhongolo Municipality plays an oversight role through established committees, which meet on a monthly basis for the purpose of checking whether or not departments are able to implement resolutions which have been taken by Council. To ensure transparency and accountability, there are 6 administrative departments comprising five Portfolio Committees established in terms of section 80, of the Municipal Structures Act 117 of 1998. In its endeavor to fulfill legislated functions, the uPhongolo Municipality has arranged the Council committees as per delegations, roles and responsibilities as follows:

Figure 1: Council Committees, Roles and Responsibilities

Council	The Municipality Councilors are allocated to different portfolios where they serve in accordance with internal departments and functions. The Council has quarterly meetings as legislated. This reflects 100% functionality.
Exco	Executive Committee meetings are held on a monthly basis for the purposes of considering reports submitted by the respective portfolio committees prior their being presented to Council.
Portfolio Committees	Members of municipal departments hold meetings on a monthly basis wherein they deliberate on issues and make recommendations to EXCO and to Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings. The arrangement of the portfolio committees is as follows:
Municipal Oversight Committee	The oversight committee is in place and meets regularly as per their scheduling. These are MPAC, Manco, Risk Committee and Audit Committee.
Audit /Performance Committee	The Audit/Performance Committee was appointed in order to assist Council in strengthening its role. The Committee comprises four (4) members who are highly qualified and are all external. The Committee met in the last financial year and is set to meet on a quarterly basis as-and-when required to attend to matters at hand. The Audit Committee is chaired by one chairperson who is responsible for all regulated matters to be considered by the committee.

uPhongolo Municipality Council is constituted by 5 political parties in a form of public representation, which is as follows:

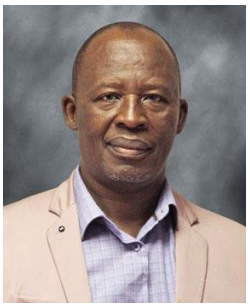
figure 2: Table below Showing the representativity of Political Parties

POLITICAL PARTY	NUMBER OF REPRESENTATIVES/COUNCILLORS
African National Congress	15
Inkatha Freedom Party	10
Democratic Alliance	2
Economic Freedom Fighters	1
Independent	1
TOTAL NUMBER OF COUNCILLORS	**29**

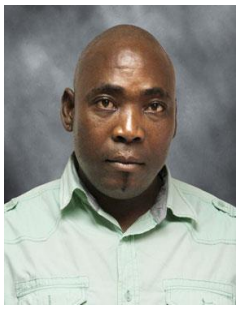
The Council meets on a monthly basis while the EXCO meets twice a month. uPhongolo Municipality Councillors are presented below:

UPHONGOLO MUNICIPALITY PR COUNCILLORS 2016-2021

CLLR. AZ THABEDE

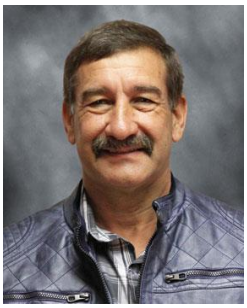


CLLR. BR SHONGWE

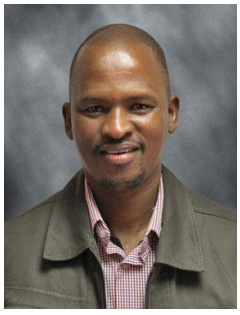


CLLR. DM KNANJABANGA

CLLR. GH MPANZA

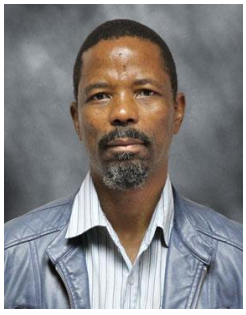


CLLR. JC THERON



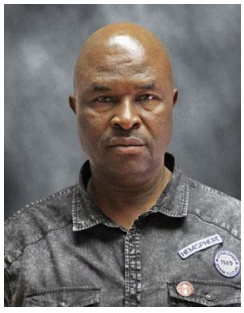
CLLR. JW BUTHELEZI

CLLR. KEN XUMALO



CLLR. MS MASUKU

CLLR. N MNTUNGWA

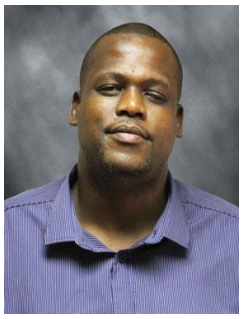


CLLR. SR NTSHANGASE

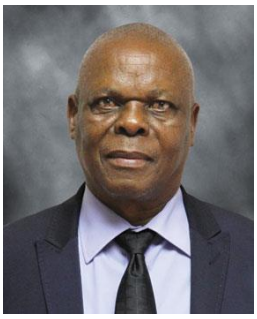
CLLR. PS SIBEKO

CLLR. VM SIKHOSANA

UPHONGOLO MUNICIPALITY WARD COUNCILLORS 2016-2021



CLLR. FF SIMELANE - WARD 1

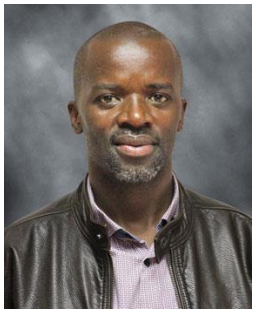


CLLR. NJ MKHWANAZI - WARD 2

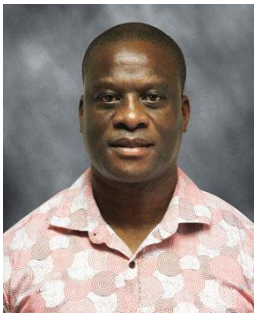
CLLR. PS NTSHANGASE - WARD 3

CLLR. EN BUTHELEZI - WARD 4

CLLR. NT MAVIMBELA - WARD 5



CLLR. NP MAVUSO - WARD 6



CLLR TA- NTSHANGASE- WARD 7

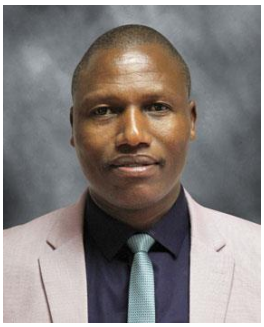
CLLR. CB NDLANGAMANDLA - WARD 8

CLLR BC GUMBI- WARD 9

HONOURABLE DEPUTY MAYOR – CLLR. B MVELASE - WARD 10

CLLR. IA STOKVEER - WARD 11

CLLR. SV NDLANGAMANDLA - WARD 12

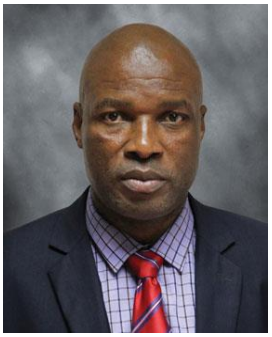


CLLR. D NYAWO - WARD 13

CLLR. NE NXUMALO - WARD 14

CLLR. JS MYENI - WARD 15

HONOURABLE MAYOR - CLLR BC NHLABATHI



HONOURABLE SPEAKER - CLLR VG MASUKU

UPHONGOLO TRADITIONAL LEADERS

INKOSI EM BUTHELEZI

INKOSI L D NTSHANGASE

INKOSI M B SIMELANE

INKOSI M Z GUMBI

INKOSI NE NTSHANGASE

INKOSI Q S MTUNGWA

INKOSI SF MSIBI

INKOSI T K SIBIYA

Administrative Governance

The Municipal Manager heads the administration of uPhongolo Municipality and is assisted by 4 (four) Heads of Departments who are known as Directors. The municipality has six departments are namely:

1) Office of the Municipal Manager;
2) Corporate Services Department;
3) Finance Department;
4) Community Services;
5) Technical Services; and
6) Planning and LED Services.

Each department is structured into different sections which are run by Section Managers.

Municipal Manager's Overview

uPhongolo Municipality is established and operates in terms of Chapter 7 of the South African Constitution. Section 152(1) of the Constitution outlines various objects of local government and it is on these objects that this municipality governs and serves its community in a manner that is commensurate with democracy.

The Municipality has developed a strategy to detect corrupt and fraudulent activities and has managed to implement this strategy effectively during 2019/2020 financial year. Positive results were experienced during 2019/2020 financial year as there were no instances of financial misconduct that were reported.

The Municipality developed the Audit General's Action Plan to address all the issues and/or findings and this emanates from matters reported by the Internal Auditors and the Auditor-General during 2017/2018. The MPAC meets monthly as required, they carry an oversight role and assists the Council by investigating all cases of irregularity. The Fraud Prevention Strategy was approved by Council is being implemented and this would help reduce malpractices within uPhongolo Municipality. We also have instituted an Enterprise Risk Management Framework which also includes the Risk Management Policy. Although all managers and employees are responsible for risk management in their respective sections, the Municipality has a Manco Risk Committee to address the important task of risk management. The Manco Risk Committee reports to the Audit Committee on a quarterly basis.

The Annual Risk Assessment process was successfully completed with the assistance of KZN Provincial Treasury. This process was of critical importance as the Internal Audit is required by the MFMA to plan the audit coverage to address the risks identified through the risk management processes developed and maintained by management, therefore the risk assessment process and the internal audit planning process are aligned so that timely and relevant risk information is available to internal audit when they are devising their audit coverage plans.

All section managers in the Office of the Municipal Manager report to the Municipal Manager as well as the 4 (four) HOD's namely:

1) Director Corporate Services;
2) Director Community Services;
3) Director Technical Services; and
4) Chief Financial Officer;

The post of Director Development Planning has not yet been filled, however the processes have already started (it has already been advised and closed). The appointment process will be concluded in the first quarter 2019/2020 as the post is already budgeted for. Most critical vacant positions at these departments have since been filled and, as a consequence, it is envisaged that service delivery shall be of high standard although some vacancies remain unfilled.

The Performance Management System (PMS) guiding document is the approved PMS Framework and Policy which is aligned to the Planning and Performance Management Regulations including Appointment and Conditions of Employment of Senior Managers issued on the 17 January 2014. The high-level process cycle of the Performance Management System is designed to monitor the departmental performance regarding service delivery: Municipal Transformation and Institutional Development, Financial Viability and Management, Good Governance and Public Participation, Cross-Cutting Interventions as well as Local Economic Development. The highlights of service delivery are as follows:

Electricity – Households with access to electricity were considered to be above the minimum requirement as the 20 Amp is provided by Eskom. More electrification projects are being rolled-out on an annual basis and as such, the 18% is used as an indicator.

Refuse – Households with refuse being collected by the Municipality was considered to be above minimum standard as the standard collection is twice weekly for all households being provided by the service.

Sanitation- Households with access to flush or chemical toilet and VIP toilets were considered to be above minimum standards. The sanitation function is provided by the District Municipality and the access of 70% above the minimum standard is as per the 2011 statistics.

Water- Households with piped water in their yard and at a communal stand are considered to be above minimum standard and as such, a 27% backlog was noted in the 2011 census information. This function is also being provided by the District Municipality.

It is also with great pleasure for me to report that for the 2017/2018 financial year, the Municipality received an Unqualified audit opinion. Fortunately, the AG Action Plan has been developed and it is the intention of the Municipality to improve compliance thereof by giving cognisance to all the AG's findings. This should give assurance to the rates payers and the community of uPhongolo at large the Municipality is doing all units its power to effect efficient and cost-effective management. It is important to note that the appointment of senior officials to fill critical posts shall play a pivotal role in ensuring that service delivery is improved.

The Municipality also recognizes the efforts and inputs of all stakeholders that are working together with it to achieve its main objectives. To this end, local businesses are further encouraged to support the communities and the Municipality as part of their social responsibility.

In summing up, I would like to present to you the initiatives, programmes and services that have been carefully planned to address your needs as the uPhongolo Community.

I thank you

……

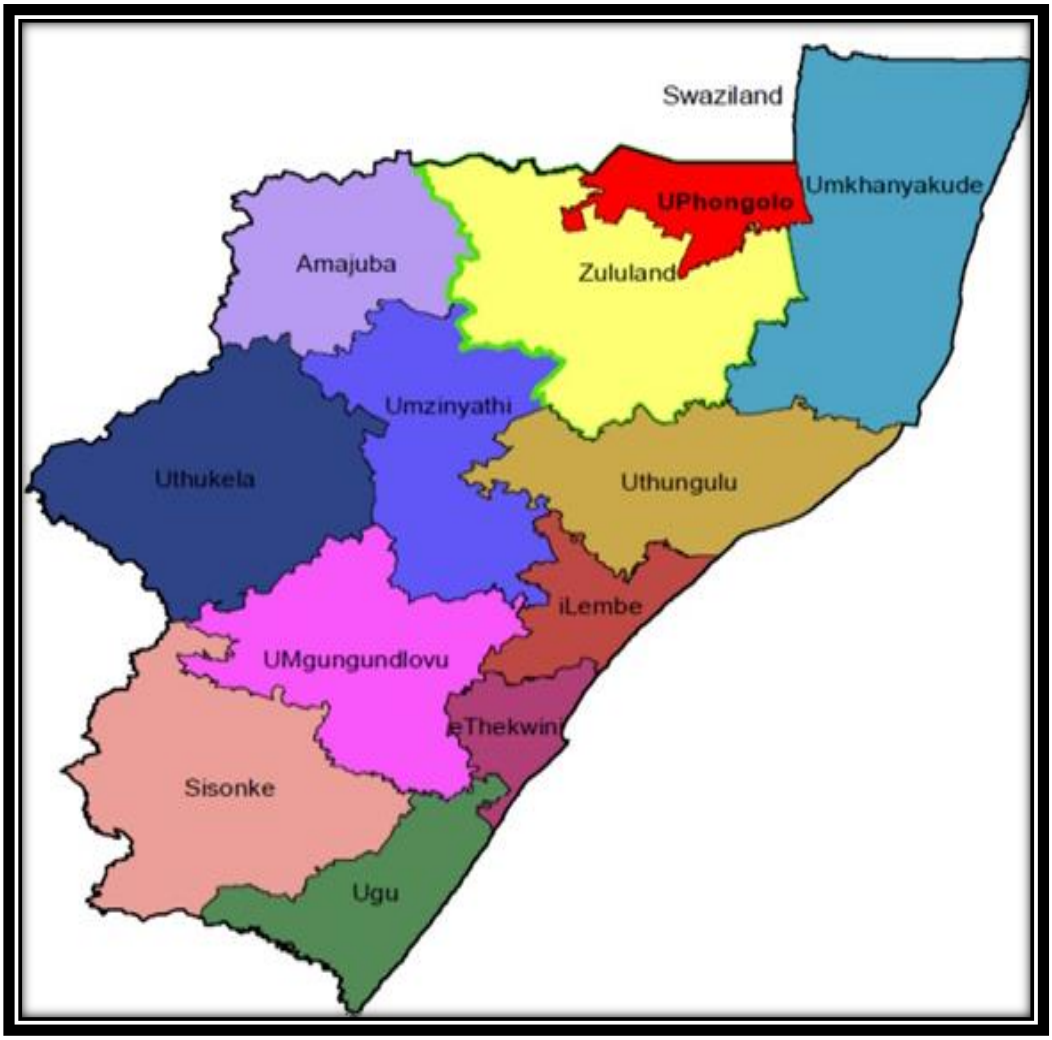
Municipal Manager: Mr. WM Nxumalo

SECTION A:
EXECUTIVE SUMMARY

1. Executive Summary

1.1. Who We Are

Figure 3: uPhongolo Municipality



The uPhongolo Municipality is one of five local municipalities located within Zululand District Municipality (DC26) in KwaZulu Natal Province. It is strategically located along the N2, adjacent to the Swaziland Border and the Mpumalanga Province. It forms part of LEBOMBO SDI Corridor as a gateway to Swaziland and Mozambique using its Golela and Onverwacht border gates respectively.

uPhongolo Municipality has a relatively diverse economy, with a particularly strong primary and secondary sector, in the form of Agriculture and retail and game farming, which together contribute over 30% of the Municipality's GVA. General Government has a comparatively

small economic role in the municipality as compared to the rest of the region, although it remains the biggest sectorial contributor (18%).

Surrounded by a unique natural scenic beauty, with endless water resources uPhongolo Municipality is the only place in South Africa where you can do tiger fishing in a competitive environment when we host the tiger fishing tournament. UPhongolo boasts of vast tracts of untapped natural resources coupled with original natural creations of magnificent landscape and green scenery which manifests itself as a paradise and a jewel that creates more opportunities with a huge potential to elevate tourism in our area to higher level.

Amongst other key offerings the area of uPhongolo has the following key attributes:

- Gold mining at Klipwaal;
- Sugar cane farming;
- Untapped Rural tribal land;
- Two significant dams – Pongolapoort dam and Mbivane Dam;
- Sugarcane processing factory (TSB) which is due for expansion to include biofuel from the cane residue;
- Ithala Game reserve and many other tourist attractions like game farms including the big five experience;
- Gateway to Swaziland and Maputo through the Golela border post;
- Proximity to King Shaka airport and the Dube trade port;
- Unrestricted height freight route for abnormal trucking from Durban to Johannesburg on the N2 passes through uPhongolo; and
- Rich Zulu Kingdom heritage.

1.2. Spatial Location Within KwaZulu-Natal

uPhongolo Municipality is situated within the northern area of Zululand, in northern Kwazulu Natal. As such, it is highly influenced by provincial and district development trends and development within the Zululand Municipality has significant implications for both the province and the district. As such, spatial planning for the future development of uPhongola Municipality takes into account development trends and patterns that are taking place at both provincial and district level.

1.2.1. Regional Context

The N2 national road corridor passes through the uPhongolo area as a national link between Gauteng and the Richards Bay complex, and on to Durban in the south. It also connects with Swaziland just to the north of the uPhongolo Municipal area. This is the primary development corridor in uPhongolo. The major challenge is to capitalise on the opportunities this presents and optimise benefits for the local people.

1.3 Demographic Profile

1.3.1 Population Size

Census 2011 and 2016 community survey data was used to determine the statistics below. According to the 2011 Census data, the uPhongolo Municipality had a total population of 127 238, which increased to 141 247 in 2016.

figure 4: Table Showing Key Demographic Statistics

Indicator	**uPhongolo Municipality**
Area	3 239 km²
Population	141 247
Households	34 228
Number of settlements	104
Urban areas	1 town and 4 small urban settlements
% rural population	82% (18 165 households)
% urban population	18% (3 947 households)
Gender breakdown	Males 46,9 %
	Females 53,1 %
Age breakdown	0 – 14 51.78% /15 – 64 43.93% /65 + 4.29%
Life expectancy	1998 65 years
	2011 48 years

Source: Stats SA – Census 2011 and Community Survey, 2016

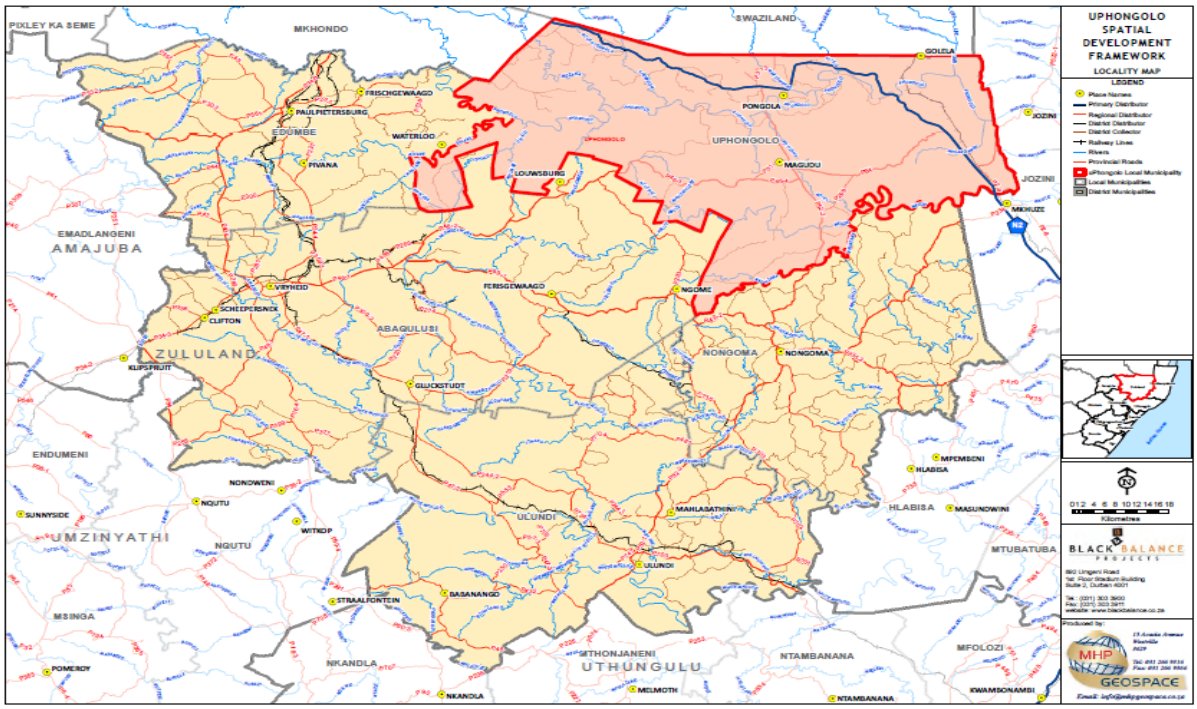
1.3.2 Population Distribution

The municipality has 15 wards while there were 14 wards during 2011 census. Detailed ward information on the population distribution and densities for 2016 community survey is not available.

1.3.3 uPhongolo Wards and Traditional Councils

The uPhongolo Municipality is one of five local municipalities situated on the south-east of the District which is Zululand District Municipality (DC26) in KwaZulu Natal Province. uPhongolo Municipal area covers 3 239 KM2 and incorporates Pongola Town, Ncotshane and Belgrade, as well as areas under Traditional Councils namely, Ntshangase, Simelane, Ndlangamandla, Msibi, Sibiya and Gumbi. The population is estimated 127 238(2011 Census) It is strategically located along the N2, adjacent to the Swaziland Border and the Mpumalanga Province. It forms part of LEBOMBO SDI Corridor as a gateway to Swaziland and Mozambique using its Golela and Onverwacht border gates.

Figure 5: uPhongolo Wards and Traditional Councils



1.4 Economic Profile

1.4.1 Population and Ethnic Groups

Currently, the total population of the uPhongolo Municipality is estimated at 141 247 people represented into 34 228 households. Ethnically, the population is grouped as follows: Africans 98.5%, Coloureds 0.0%, Asians 0.01%, and whites 1.44% as presented in the following table.

Figure 6: Population and Ethnic Groups

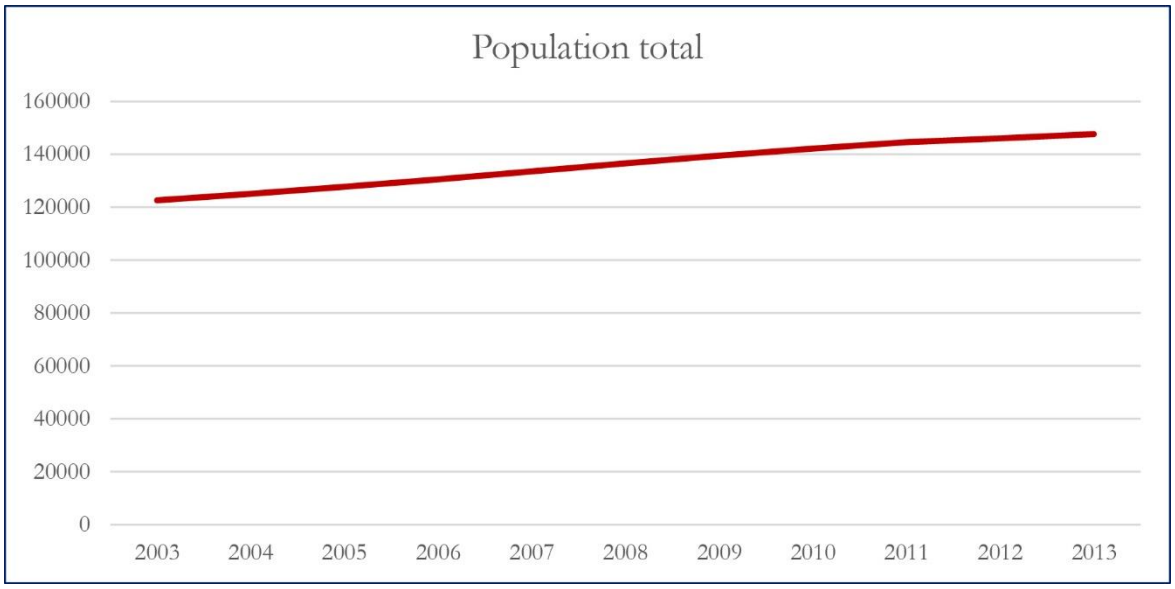
Trends	No.	Percentage
Black African – Total	132 270	98,54
Coloured – Total	6	0,00
Indian or Asian – Total	18	0,01
White – Total	1 937	1,44
Total	**134 231**	**100**

Source : Quantec 2015

1.4.2 Population Growth Rate

- The graph below shows the population growth rate of the uPhongolo Municipality (including Golela) from 2003 to 2013. The population growth rate can be used as an indicator for measuring demand for fuel within the area. The population of uPhongolo has increased from 122 653 in 2004 to 147 679 in 2014; this represents an average annual increase of 1.9% over the period ranging from 2003- 2013. The number of households grew from 27 280 in 2004 to 27 958 in 2014.

Figure 7: uPhongolo Population Growth Rate (2003 to 2013)

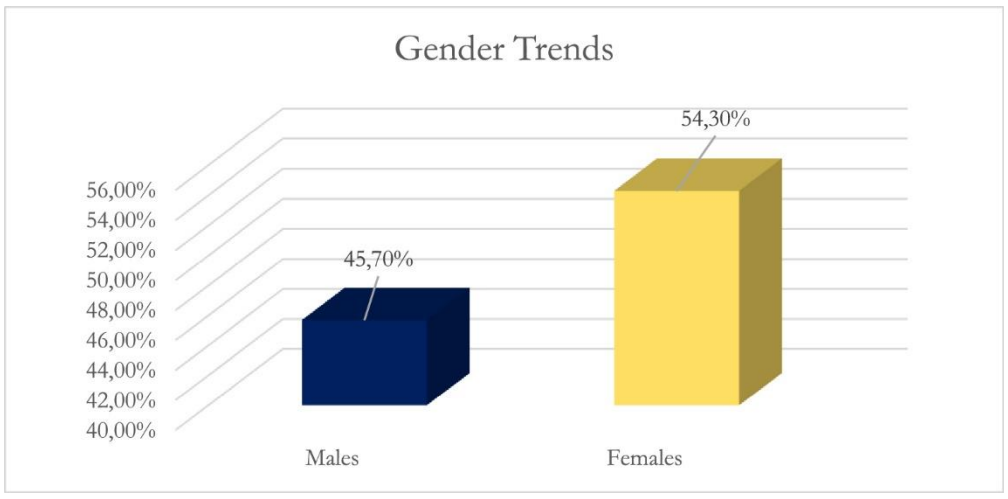


Source: Quantec (2015)

1.4.3 Gender Groups

The population of the uPhongolo Municipality is fairly imbalanced in terms of gender. Females outnumber their male counterparts. As indicated in figure below, females account for 54.3% of the population while males amount to 45.7%. This signifies the need for women empowerment and development programmes and strategies in the Municipality.

Figure 8: Gender Trends



Source: Quantec 2015

1.4.4. Household Size

UPhongolo has 30 592 Households with various sizes from 1 to 4 members, with black African households leading with 4 members per household as presented in the following table.

Figure 9: Households Size

Household Sizes Trends	N
Total households	30 592
Black household size	4
Coloured household size	1
Asian household size	1
White household size	3
Population density (People / Km²)	41
Household density (Households / Km²)	9

Source: Quantec 2015

1.4.5 Education Levels

Education is an indication of human resources and the skills available within the municipality. The table below presents the levels of education obtained by people within uPhongolo Municipality in 2013. 15% of the population over the age of 15 have no schooling qualification of any grade. This is concerning given the importance of education in obtaining employment and contributing to the economy. 39.7% of the population have completed matric and only 0.7% has tertiary qualifications as presented in the following table.

Figure 10: Education Levels

Trends	No	%
Grade 0/No schooling	20 208	15,05
Grade 1/Sub A to Grade 7/Standard 5	41 491	30.9
Grade 8/Standard 6/Form 1 to Grade 12/Standard 10/Form 5/Matric/NTC111	50 897	37.9
Less than matric & certif/dip to Diploma with Grade 12	2428	1.8
Bachelor's Degree to Higher Degree (Master's, Doctorate)	907	0.68
Other/Unspecified/NA	18301	13,63

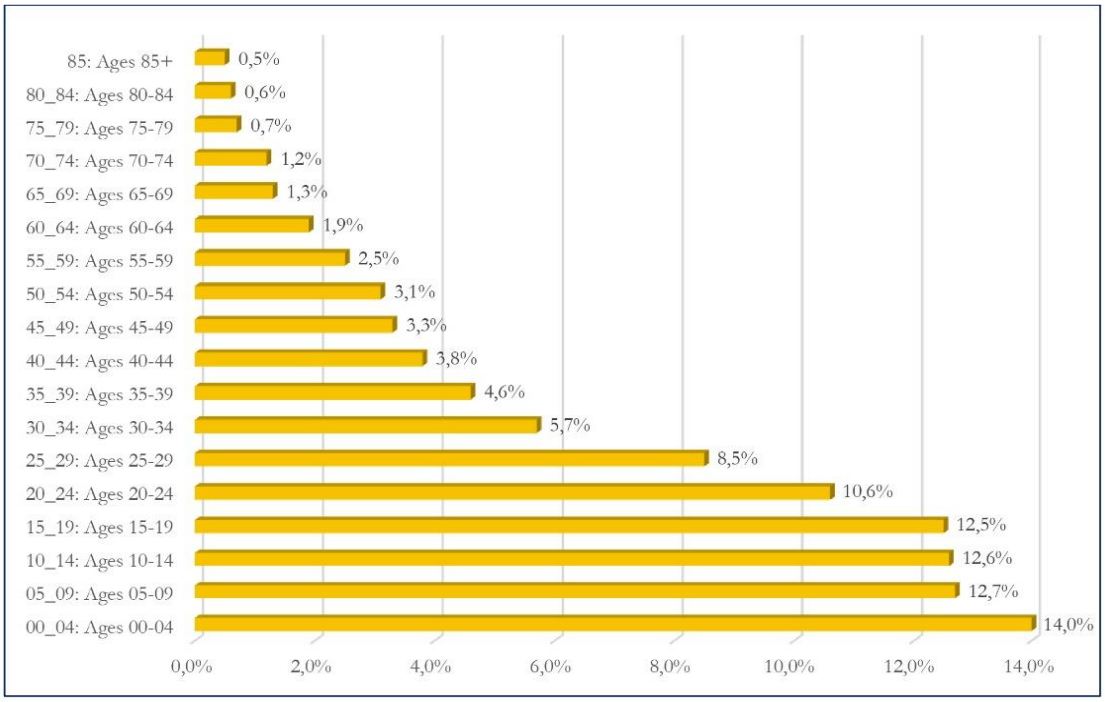
Source: Quantec 2015

1.4.6 Age Groups

Understanding the age of a population is imperative to the understanding of its economic profile as the age of the population indicates the number of Economically Active Persons (EAPs). The potentially economically active population of a specific region is defined as the component of the local population that has the potential to perform labour. The definition excludes people below the age of 15 and above the age of 65.

The figure below provides an indication of the age profile of the population if uPhongolo. 39.3% of the population are under the age of 15, followed by 56.5% of the population that is economically active. Only 4.3% of the population were of 65 years and older. This presents a high percentage of EAPs.

Figure 11: Age of Economically Active Persons



Source: Quantec 2015

1.4.7 HIV & AIDS Trends

The number of AIDS related deaths has increased at an average annual growth rate of 15.92% between 2009 and 2013, with AIDS deaths accounting for about 51.14% of total deaths in the municipality. This highlights the severity of the current situation and the need for interventions that target and attempt to address these HIV/AIDS challenges.

Figure 12: HIV & AIDS Trends

DESCRIPTIONS	NO	%
HIV: HIV positive	20346	15,16
ADS: AIDS deaths	675	39,82
DTH: Other deaths	1020	60,18
Total Deaths	1695	1,26
Crude Death Rate		12.6

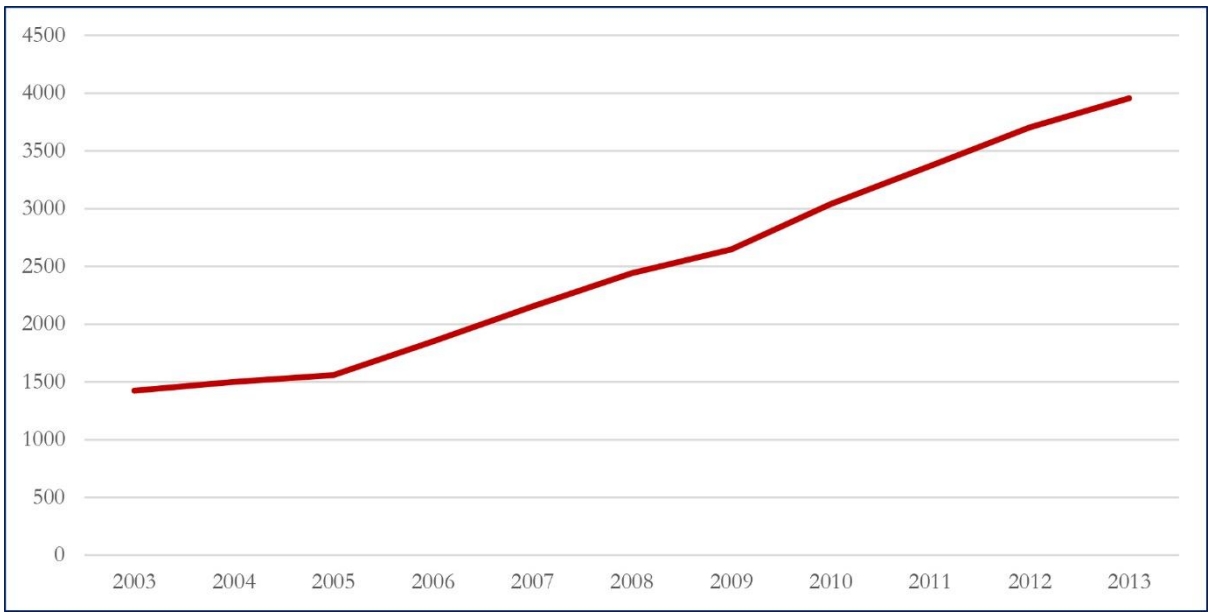
Source: Quantec 2015

1.4 Economic Profile: Contribution By Sectors

GVA Contribution by Sector

- The figure below provides an indication of the growth in the Gross Value Added (GVA) at constant 2005 prices for uPhongolo between 2003 and 2013. This figure shows that the GVA has over time steadily increased, even during periods of economic turbulence namely 2008-2009 experienced by the national economy. However, economic growth in uPhongolo has remained positive outside this period.

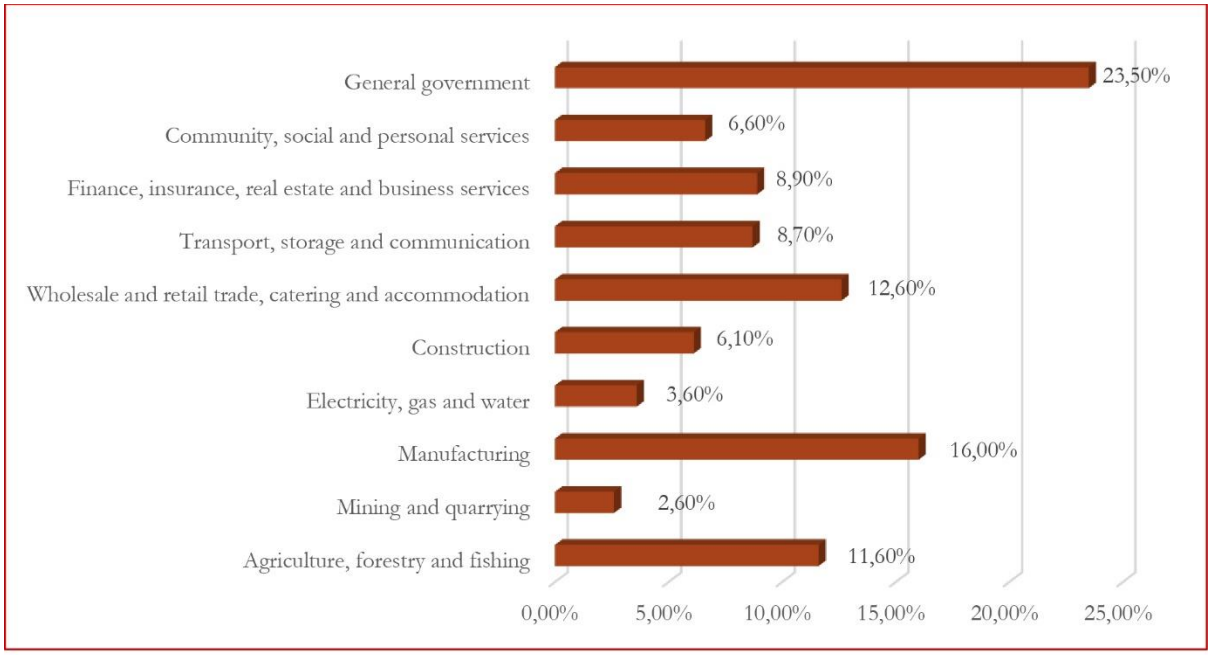
Figure 13: Steady of the GVA



Source: Quantec 2015

- The diagram below shows that Government services and manufacturing are the major sectors that contribute to the GDP of the Municipality contributing approximately 23.5% and 16% respectively. Those sectors are followed by the wholesale and retail 12.6% as well as the agriculture sector 11.6%. However, construction, Community, social and personal services, financial and transport sectors play also a visible role to the municipal GDP.

Figure 14: GDP by Sector



Source: Quantec 2015

Employment Contribution by Sector

Formal employment of the population of uPhongolo is concentrated in the general government services as well as in community and social services which provided 23.6% and 21.9% of the jobs in 2014 respectively. Wholesale/retail trade and construction employ 16.9% and 11.1% respectively. This shows that the majority of economic sectors are not fully explored to create job opportunities to local people.

Figure 15: Economic Sectors by Percentage

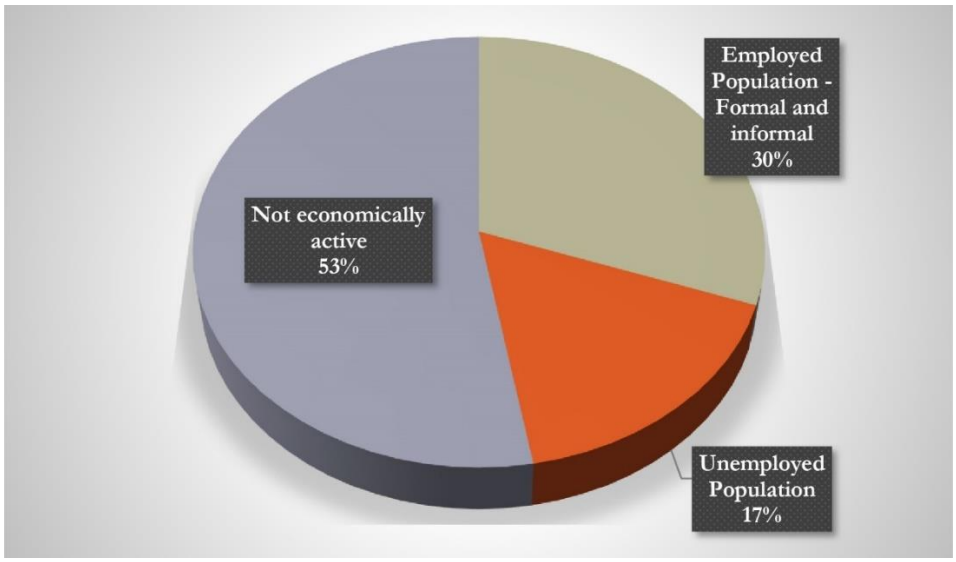
ECONOMIC SECTORS	Employment %
Agriculture, forestry and fishing	8,70%
Mining and quarrying	1,80%
Manufacturing	6%
Electricity, gas and water	0,30%
Construction	11,10%
Wholesale and retail trade, catering and accommodation	16,90%
Transport, storage and communication	4,20%
Finance, insurance, real estate and business services	5,50%
Community, social and personal services	21,90%
General government	23,60%

Source: Quantec 2015

- Unemployment is expressed as a percentage of the Economically Active Persons (EAPs). Officially the EAP refers to all people between the ages of 15 and 64 years of age that are able and willing to partake in economic activities (this excludes people that are not looking for work, students, pensioners, homemakers and so forth). The unemployment and employment levels within the local study area are important to investigate as they are indicative of the ability of the local residents to earn household income (generated from economic activities and which are employed to purchase goods and services).

The figure bellow illustrates the percentage of economically-active people in uPhongolo Municipality. The figure shows that 17% of the population is unemployed, that 30% of the population is employed, 53% of the population is not economically-active.

Figure 16: Employment Status

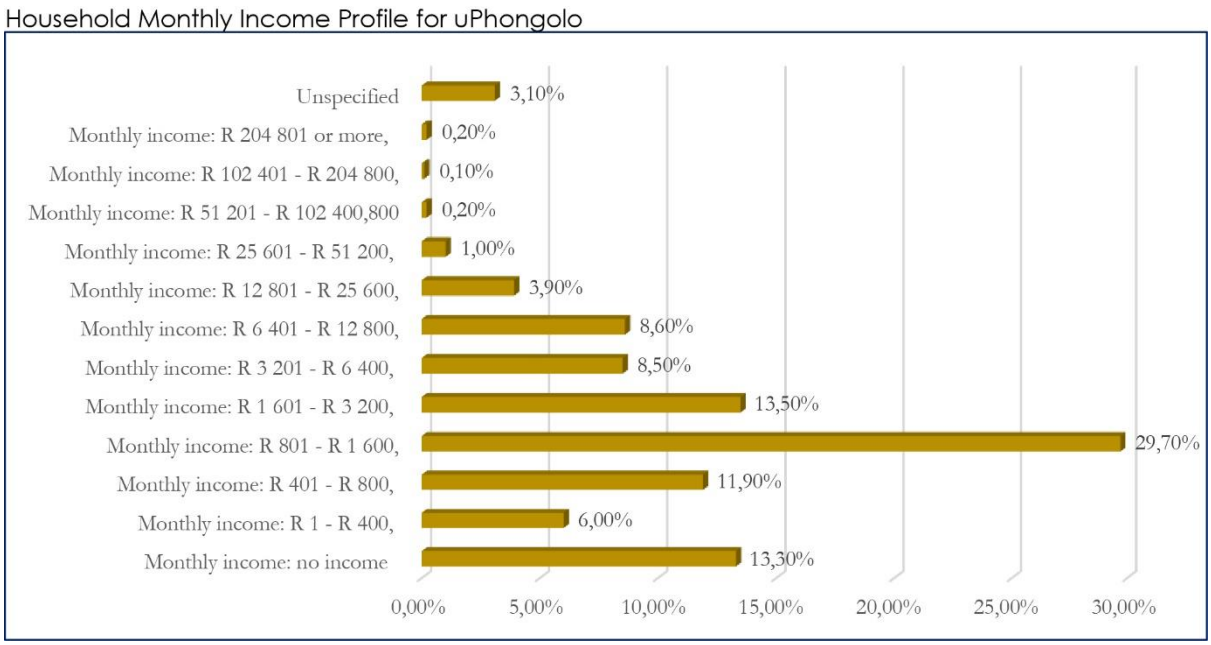


Source: Quantec 2015

Income and Spend Profiles

The figure below provides an indication of the distribution of household income for the uPhongolo population. 13% of households receive no income. 99.8% of the population earn between R 801 and R 1600 per month, while 8% of the population earn between R6400 and R12 000 per month. There are couple of households in the Municipality that earn R 25 000 monthly.

Figure 17: Household Income Profile

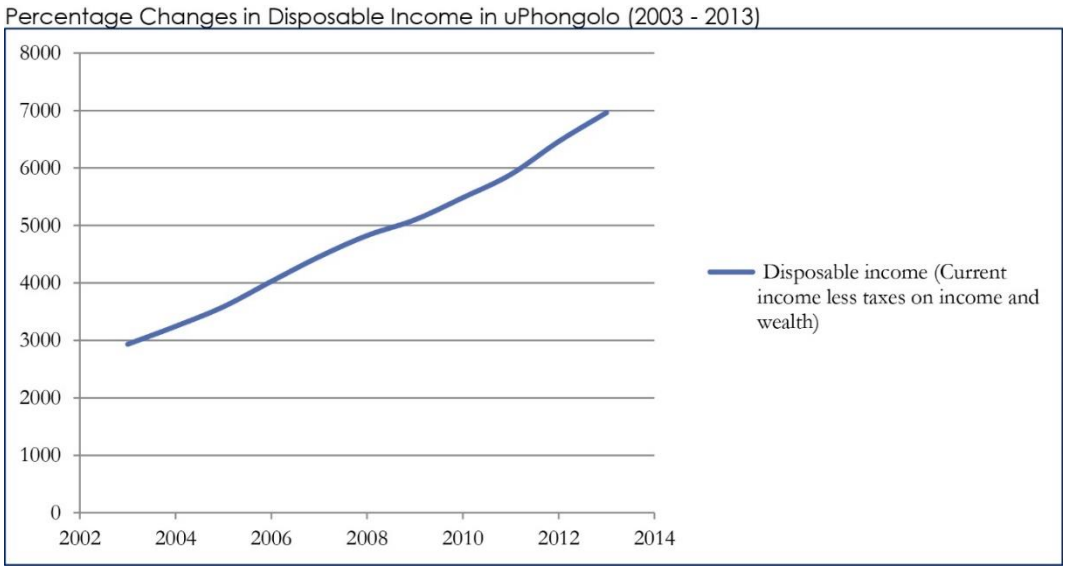


Source: Quantec 2015

Income and Expenditure Profiles

Understanding a population's income and expenditure is important when assessing a local area's level of socio-economic development and providing an income profile for the local market area assists in understanding the potential that the population has for expenditure. The figure below indicates the changes in the (average) disposable income for the uPhongolo region (in terms of constant 2005 prices) and highlights that from 2003 to 2013 there has been a steady growth in region's disposable income. During the years of the global economic recession, growth remained steady as well and this shows promise in terms of economic spend in the area.

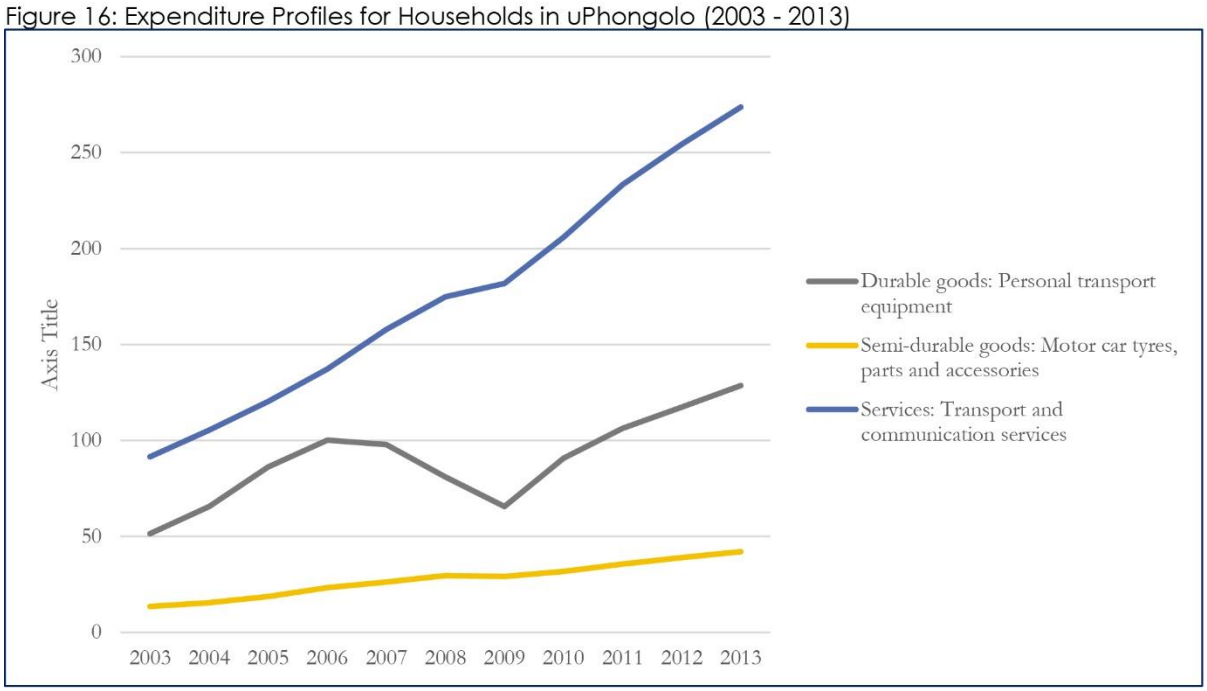
Figure 18: % Changes in Disposable Income in uPhongolo



Source: Quantec 2015

The figure and table below detail household expenditure. The figure below provides an understanding of household expenditure on transport and communication, motor vehicles, parts and accessories and also petroleum from 2003 - 2013 (at constant 2005 prices).

Figure 19: Expenditure Profiles for Households in uPhongolo



Source: Quantec 2015

Figure 20: % Changes in Household Spend Profiles

Table 8 Percentage Changes in Household Spend Profiles

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Personal transport equipment	5,0%	5,6%	6,4%	6,4%	5,4%	3,9%	3,0%	3,7%	3,9%	3,9%	4,0%
Motor car tyres, parts and accessories	1,3%	1,3%	1,4%	1,5%	1,4%	1,4%	1,3%	1,3%	1,3%	1,3%	1,3%
Transport and communication services	8,9%	9,0%	8,9%	8,8%	8,6%	8,5%	8,4%	8,5%	8,6%	8,5%	8,5%

Source: Quantec 2015

- There has been an average of 4.7% in personal transport equipment spend, and average of 1,3% in motor car tyres and parts spend and an average of 8.7% in transport and communication services over this time.

1.5 How Was This 2019/2020 IDP Developed?

The methodology that was followed in developing the IDP Process 2019/2020:

Figure 21: IDP, Budget Preparation and PMS Action Plan

Financial cycle		Activities	Date	Responsible official
1st Quarter: Analysis Phase	July/August	Start of budget preparations and IDP.	July 2018	IDPO/CFO
		Submission of Draft Process Plan to CoGTA	30 July 2018	IDPO
		SDF Review • Credible Status Quo	14 November 2018	uPhongolo Planning Dept.
		IDP Steering Committee ▪ Process plan; and ▪ Performance Management System.	21 August 2018	IDPO/PMSS
		Special Council meeting • Council consider, adopt and approve the Process Plan • Submission of the Annual Financial Statements to Council for approval • Adopt 1st Draft: Urban Scheme	27 August 2018	MM

		Submission of the Annual Financial Statements to Auditor General. Submission of Final Process Plan to DTLGTA	31 August 2018 31 August 2018	CFO and MM IDPO
		Urban LUMS Workshop with Community	09-13 September 2018	uPhongolo Planning Dept.
		SDF Review • Synthesis of Issues and Vision Document	11 September 2018 – 9 October 2018	uPhongolo Planning Dept
		IDP Steering Committee Meeting • (Prepare for IDP Rep Forum) • (Prepare for Strat Plan Session)	16 September 2018	IDPO
		1st IDP Rep Forum • IDP Process Plan • Project Status Update • MEC Feedback on 2017/2018 IDP • Development Strategies • Final LUMS	26 September 2018	All
		KZN Planning Indaba • MEC Feedback and Adoption of IDP Management Plan	27 September 2018	CoGTA
		Chief Financial Officer of the Municipality to determine revenue projections and proposed rate and service charges and drafts initial allocations to functions and departments for the next financial year after taking into account strategic objectives	30 September 2018	CFO
		Special Council Meeting • Adoption of Final Urban LUMS	30 September 2018	MM
Financial cycle		**Activities**	**Date**	**Responsible official**
2nd Quarter: Consultation Phase		**SDF Review** • Draft SDF Document	9 October 2018– 6 December 2018	uPhongolo Planning Dept
		uPhongolo Strategic Planning Session Review of KPA's, KPI's, Objectives, Strategies and	28 January to 02 February 2019	PMSS/All

		Projects)		
	October	▪ S 57 Managers Quarterly Performance Assessments; and (First performance quarterly report.)	15 October 2018	MM
	November	IDP and Budget Road shows	29 October 2018– 8 November 2018	Mayor and CS
		IDP Municipal Alignment Processes	6 November 2018	CoGTA
		IDP Steering Committee Meeting (Registration of New Projects into IDP)	20 November 2018	IDPO
		2nd IDP Representative Forum (Public) ▪ 1st quarter report; ▪ Objectives, strategies and projects; ▪ Sector plans; ▪ Submission of new projects (capital) ▪ (Presentation by sector dept's. and service providers) ▪ Status of current projects	27 November 2018	All
	December	**Review of SDF** • Achieving Support for the SDF	04 December 2018 – 22 January 2019	eDumbe Planning Dept
		IDP Best Practice Conference	05 December 2018	CoGTA
		Departmental heads to finalise detailed estimates of capital and operational expenditure and income and submit to Budget and Treasury Office	13 December 2018	All
		Chief Financial Officer does initial review of national policies and budget plans and potential price increases of bulk resources with function and department officials MFMA s 35, 36, 42; MTBPS	30 December 2017	CFO

		Submission of Draft Annual Report by MM to Mayor	30 August 2018	CFO/MM/Mayor
Financial cycle		**Activities**	**Date**	**Responsible official**
3rd Quarter : Drafting Phase	**January**	▪ S 57 Managers Quarterly Performance Assessments (Second performance quarterly report)	15 January 2019	MM
		IDP Steering Committee Meeting	22 January 2019	IDPO
		SDF Review • Finalisation and Approval	23 January 2019 – 19 February 2019	eDumbe Planning Dept
		Accounting officer, Chief Financial Officer and senior officials consolidate and prepare proposed budget and plans for next financial year taking into account previous year's performance as per audited financial statements	31 January 2019	MANCO
		Chief Financial Officer combines various departmental estimates and calculates total income and expenditure of the municipality. Chief Financial Officer reviews proposed national and provincial allocations to municipality for incorporation into the draft budget for tabling. (Proposed national and provincial allocations for three years must be available by 20 January)	31 January 2019	CFO
		Special Council Meeting Submission of Auditor General's report to Council for consideration. Annual report and Action Plan tabled to Council. Make public annual report and invite local community to submit representations in connection with the annual report. Submission of mid-year assessment report and	31 January 2019	MM Mayor MM

		budget		
	February	Submit the annual report to the Auditor General, the KZN provincial treasury and provincial departments relevant to local government.	13 February 2019	MM
		Meeting with CoGTA: IDP Submission and Assessment Process	14 February 2019	CoGTA
		IDP SC Meeting (Budget structure and submission for consideration)	20 February 2019	CFO/ IDPO
		SDF Review • Implementation, Monitoring and Evaluation	20 February 2019 – 28 February 2019	uPhongolo Planning Dept
		Accounting officer finalises and submits to Mayor proposed budgets and plans for next three-year budgets taking into account the recent mid-year review and any corrective measures proposed as part of the oversight report for the previous year's audited financial statements and annual report	27 February 2019	CFO
		Chief Financial Officer to notify relevant municipalities of projected allocations for next three budget years 120 days prior to start of budget year MFMA s 37(2)	27 February 2019	CFO
		SDF Review • Close Out	28 February 2019	uPhongolo Planning Dept
		3rd IDP Rep Forum (Closed) ▪ 2nd quarter report; ▪ Sector plans; ▪ Submission of new projects (capital) ▪ (Presentation by sector dept's. and service providers) ▪ Recommend to Council the approval of the IDP draft document.	19 March 2019	All

		▪ Status of current projects		
	March	**Special Council Meeting** Draft budget and revised IDP are tabled together in council for consideration. **Council Adopt Draft IDP / Budget**	27 March 2019	Mayor CFO & IDPO
		Draft budget and revised IDP together with all related documents to be posted onto the municipal website so that the budget is accessible to the public.	27 March 2019	BTO and MM IDPM
		Publish Draft IDP/Budget for comments (21 days) Hard copies of IDP/Budget to be made available to the Public	27 March 2019	IDPO
		Submission of Draft 2018/2019 Reviewed IDP	28 March 2019	IDPO
Financial cycle		**Activities**	**Date**	**Responsible official**
4th Quarter : Final Adoption Phase	**April**	Hard Copies of IDP/Budget submitted to the following: National Treasury Provincial Treasury Zululand District Municipality	01 April – 30 April 2019	IDPO and CFO
		▪ Publicise an Annual Report with oversight report. ▪ Submit an Annual Report with oversight report to Provincial Legislature/MEC of Local Government	08 April 2019	CS
		IDP Assessment / Engagement Meeting with DLGTA	14 April 2019	CoGTA
		S 57 Managers Quarterly Performance Assessments (Third quarterly report)	15 April 2019	MM
		IDP and Budget Roadshows	16-23 April 2019	CS
		IDP Steering Committee		

		▪ 3rd quarter report; ▪ Draft budget 208/19; and ▪ Consider comments from DLGTA assessment	24 April 2019	IDPO
		Due date for budget written comments Consultation with national and provincial treasuries and finalise sector plans for water, sanitation, electricity etc MFMA s 21 Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year	30 April 2019 30 April 2019	Mayor/MM Mayor/MM
		Council to consider all the submissions and representations received during its hearing process.	30 April 2019	CS
	May	Update IDP projects based on final DORA allocations and Public Consultation Complete financial plan (Draft SDBIP)	01 May 2019	IDPO and CFO
		IDP Steering Committee • Prepare for IDP Rep Forum • Finalise IDP and Budget	08 May 2019	All
		CoGTA Draft IDP Feedback Assessment	09 May 2019	CoGTA
		IDP Representative Forum • 2018/2019 Budget Overview • 2018/2019 MIG Projects • Finalisation of Sector Department Projects • Status of current projects • Recommend to Council Adoption of Final IDP and Budget	14 May 2019	IDP MM Mayor
		Council Meeting Final 2018/2019 IDP is tabled in council for consideration. **Council Adopt Final IDP & Budget** Council Consider Adoption of Final IDP & Budget for 2018 / 2019	30 May 2019	CFO

		-Advertise Final IDP and advertise on Municipal Website **-Submit Final IDP to CoGTA**	7 June 2019	IDP,/ITM
		Council must finalise a system of delegations. MFMA s 59, 79, 82; MSA s 59-65 Submit adopted Budget and Budget return forms to • National Treasury; • Provincial Treasury	27 June 2019	IDPM
	June/July	Mayor must approve SDBIP within 28 days after approval of the budget and ensure that annual performance contracts are concluded in accordance with s 57(2) of the MSA. Mayor to ensure that the annual performance agreements are linked to the measurable performance objectives approved with the budget and SDBIP. The mayor submits the approved SDBIP and performance agreements to council, MEC for local government and makes public within 14 days after approval. MFMA s 53; MSA s 38-45, 57(2)	27 June 2019	Mayor/MM
		Submission of Final 2017/2018 Reviewed IDP **(Can be submitted before this date)**	10 July 2019	IDPM
		▪ S 57 Managers Quarterly Performance Assessments (Fourth performance quarterly report)	15 July 2019	MM
		▪ Signing of Performance Agreements and Performance Plans	31 July 2019	MM

1.6 IDP Public Participation Process

Public Participation Context

It appears in Chapter 4 of the Municipal Systems Act (Act 32 of 2000) that a Municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including the preparation, implementation and review of its Integrated Development

Plan. In this context, the municipality is committed to a participatory process of IDP review whereby the community will play a meaningful role. There are four major functions that can be aligned with the public participation process namely:

- Needs identification;
- Identification of appropriateness of proposed solutions;
- Community ownership and buy-in; and
- Empowerment.

The following mechanisms for participation were utilised:

1.6.1 IDP Steering Committee

1.6.2 IDP Representative Forum (IDPRF)

This forum represents all stakeholders and is as inclusive as possible. Efforts were made to bring additional organizations into the IDPRF and ensure their continued participation throughout the process. The IDP Representative Forum was consulted in the drafting of 2019/2020 IDP.

1.6.3 Ward Committees

As formal structures established in terms of the Municipal Structures Act, the Ward Committees and Ward Councillors are used as a link between the Municipality and Communities, to obtain information in relation to the progress of the implementation of IDP. The Ward Committees were consulted in the drafting of 2019/2020 IDP.

1.6.4 Newspapers

Local and national newspapers (Pongola News and *Ilanga*) were used to publish the IDP/PMS/Budget related activities and to inform the local community of the progress on the IDP/PMS/Budget.

1.6.5 Municipal Website

The uPhongolo Website was utilized for uploading public information about the IDP/PMS/Budget and general municipal information which includes, *inter alia*, IDP and budget adverts.

1.6.6 Municipal Notice Board

The Municipal Notice Board are placed at various municipal buildings. The municipal notice boards were used to inform stakeholders of critical IDP/PMS/Budget meetings and other important notices.

1.6.7 Community Road Shows

The uPhongolo Municipality has hosted its community road shows to publicize the draft IDP and Budget after the approval in March 2019 and were conducted in May 2019 for the approval of the final IDP. The venues for these meetings shall be publicized at the IDPRF as well as through the media.

1.6.8 Information Sheet/ Brochures/ Pamphlets

At the completion of each of the Sector Plans, as well as the IDP/PMS/Budget Review, an information sheets are prepared in the two dominant languages, namely isiZulu and English. The members of the Representative Forum, Officials and Councillors will be given copies of these information booklets and will assist in the distribution of same. Ward Committees will also be used to explain and to distribute information that needs to reach the public.

1.7 MEC Comments for 2018/2019 IDP

uPhongolo Municipality acknowledges the comments that the MEC made in respect of the 2018/2019 IDP, IDP assessments conducted by COGTA and Auditor General. The comments were insgtrumental in enriching the process towards the compilation and content of this IDP.

The Municipality's Back to Basics plan is critical in addressing the issues that are lacking and affecting the service delivery as required within the local government. The IDP process provides an opportunity for the municipality to debate and agree on a long term vision and strategy that sets the context for objectives and strategies.

The intention of the IDP is not to repeat the general information in the previous revised document, but to focus on the relevance of already identified key strategic development priorities that need attention within the municipality. The IDP has been drafted along the seven Provincial Growth and Development Strategy (PGDS) goals. Lastly, the IDP will also link the goals listed below with the Key Performance Areas.

The seven PGDS goals are:

- Job creation;
- Human resource development;
- Human and community development;
- Strategic infrastructure;
- Environmental sustainability;
- Governance and policy; and
- Spatial equity.

1.8 2017/2018 Auditor General Findings

uPhongolo Municipality acknowledges the findings and recommendations of the Auditor General made in respect of the 2017/2018 Financial Year. The comments were helpful to enrich the process towards the compilation and content of this IDP. An AG action plan has been developed to address all issues raised in the Audit Outcomes Report.

1.9 Budget/Financial Plan 2019/2020

Budget/Financial Plan 2019/2020 is attached as an annexure. uPhongolo Municipality IDP, PMS and Budget has ensured the incorporation of the the MSCOA Requirements including the Scorecard and SDBIP Templates.

1.10 Key Challenges and Interventional Measures

Figure 22: Municipal Challenges and Interventional Measures

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
	CHALLENGE	**INTERVENTION**
	Outdated policies	Review and develop all applicable policies
	Staff conduct (absenteeism, failure to follow protocol, poor work commitment) is not per legislated Code of Conduct	Workshop all staff on the employee Code of Conduct
	Shortage of staff	Prioritise and fill critical vacant post, taking into cognisance the set threshold
	High staff cost to OPEX	Encourage employees close to retirement to consider early retirement.
		To conduct employee verification to curb the scourge of "ghost" employees
		Prepare monthly payroll for submission to unit supervisors for verification and signing
		Installation of electronic clocking system to municipal offices
	Resolution register not updated	Update resolution register
	Work overload for the two committee officers	To consider the options of sourcing suitable personnel internally
	Agenda not delivered timeously	To develop an annual calendar for all Council committee meetings and adhere to same accordingly.
		Provision of laptops for all Councillors.
	ICT function outsourced with only one junior employee	Filling of critical posts for ICT Unit
	No off-site information backup done (site/storage)	Budget and identify site for back-up purposes
	No website update	Update the new Website and close the previous website domain immediately
	Outdated firewall and other computer licenses	SCM to follow on procurement of licenses.
	Inadequate office space	To budget for planning and designs and re-submit to Treasury. To re-negotiate lease agreement with IEC and get and office to assist the community with proof of residents.
	No back-up power generator	To be included in the adjustment budget.
	Unattractive reception area	Move the reception to where there is a Tourism desk so as to revamp the reception.
	No file plan	Review and approve the File plan
	Shortage of personnel for record management	Appointment of a Senior person so as to ensure implementation OF File plan and proper record management.
	Abuse of official vehicles, spending on non-essential items and excessive expenditure	Fleet management operations to be transferred to Corporate Services as per MANCO resolution
		Fleet management controls to be enforced and monitored on a regular basis
		Establish sub-committee to deal with fleet management issues

		Fleet report to be tabled to the Sub portfolio
		Introduce methods for the public to report the abuse of municipal vehicles
		Cost analysis between buying and leasing of vehicles
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
	CHALLENGES	**INTERVENTIONS**
	Vacant posts occupied by interns	Add four Accountant positions in the organogram review
		Request Provincial Treasury to capacitate the finance officials
	Lack of office space	Prepare item on Circular 51 (extension of office building) and submit
		Provide budget in 2018/2019 subject to approval of building plans and cost analysis
	SCM and creditors sections do not perform as desired	Develop Procurement Plan
		Develop Procedure Manual and SCM Checklist to be attached on each payment voucher
		Centralise all the SCM duties
	Excessive use of consultants and professionals	Capacitate finance officials on the preparation of AFS
		Contracts signed by service providers to comprise a skills transfer clause
	Financial constraints due to cash flow problems	Application of Circular 80 and monitoring by all departments
		Each department to eliminate less important items from the adjustment budget
		Review of S&T policy
		SCM to analyse the importance of requisition
	Increasing consumer debts	Intensify the methods or ways to collect monies that are due and payable to municipality
		Review, implement and monitor the revenue enhancement strategy.
GOOD GOVERNANCFE AND PUBLIC PARTICIPATION		
	CHALLENGES	**INTERVENTION**
	Shortage of personnel to monitor the operation and functioning of ward committee	Prioritise appointment of Personnel
	Lack of skills/training to capture ward community minutes and reporting	To provide training workshops for ward community meetings
	Chamber has no public gallery	To be budgeted for extension
	No Fraud Risk Assessment	To conduct Fraud Risk Assessment
	Poor attendance of departmental staff meetings	Encourage all HODs to convene meetings as per their schedules
	Lack of commitment of Ward Champions	The Municipal champion to encourage war room champions to attend war room meetings
	IGR Meetings not convened (as per IGR sectors between ZDM and LMs)	ZDM to review the TORs for the IGR Sectors
		Develop an annual schedule of meetings
		Submission of an annual schedule to LMs
	Lack of stakeholder participation at IDP/Budget Meetings	Strengthen a working relationship with stakeholders/sector departments
LOCAL ECONOMIC DEVELOPMENT (LED)		
	CHALLENGES	**INTERVENTION**

	Inadequate support for SMMEs and Co-Ops	Identify and support sustainable concepts to be funded,
		Conduct workshops on project development and concepts for small businesses, SMMEs and Co-ops
	No Tourism Information Centre	To draft Information Centre Business Plan and source funding and land for its development
	Lack of job opportunities	To create job opportunities through EPWP, CWP, Capital projects and other municipal programmes
	Tourism products not well marketed	To engage stakeholders in the hospitality industry,
		Support local events
		Develop/link tourism website and brochures
	Lack of green economy initiatives	Identification and implementation of green economy initiatives
	Lack of strategies for tuck/spaza shops South African owners and potential investors	Engage the tuck/spaza shop owners and assist where possible
	Unsuitable merchandise traded in un-demarcated areas	Identify all small businesses and type of business operating illegal
		Conduct a meeting with all businesses about illegal trading business
		Issue notices
		Law Enforcement
	Inadequate provision of bulk infrastructure (water, electricity and roads) hamper investors	Engage DWA and ZDM, Application for License, Engage DME, Eskom and DOT
	Slow processes/delays in obtaining zoning certificate, EIAs, building plans and other specialists reports and approvals	Appointment a panel for planning consultants
	Unfavourable/lack of policies, bylaws and lease agreements between the municipality and tenants	Correct lease agreements
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
	CHALLENGES	**INTERVENTIONS**
	Outdated energy sector plan	To review and adopt energy sector plan
	No Integrated Local Transport plan (ILTP) in place	To develop and adopt ILTP
	Insufficient yellow machine	Lease/buy yellow machine
	No Operational and maintenance plan in place	To develop and approve operational and maintenance plan
	Incompetence of yellow machine operators	Provide more adequate training for operators/skills development
	Electricity distribution losses	Phase out old analog meters with digital prepaid meters provided
	No Truck Stop and weigh bridge	To engage provincial DOT regarding weigh bridge
		To identify land and build a truck stop
	No integrated Waste Management plan in place	Develop/review integrated waste management plan
	Lack of monitoring tools and management system/s to service providers (grass and refuse removal)	To develop monitoring and management tool for service providers
	Lack of a traffic fine collection strategy and non-payment of traffic fines issued	Develop a comprehensive traffic fine collection strategy
	Lack of coordinated special development programmes (youth, women and disabled, children and the aged)	To establish a dedicated special development programmes committee that will coordinate the programmes and projects pertaining to issues

		related to youth, women, the disabled, children and the aged)
	Ineffective law enforcement and shortage of traffic officers	To endeavour to fill all posts budgeted in the traffic section
	No traffic related by-laws	Development and/or formulation and passing of applicable traffic by-laws
	Inadequate usage of the Thusong Service Centre and lack of stakeholders to operate in the centre	Communicate the opportunities available at the Thusong Service Centre through advertisement
CROSS CUTTING INTERVENTIONS		
NO.	**CHALLENGES**	**INTERVENTIONS**
	Land Claims	Undertake Land Audit (Participation of Sector Departments in the process)
	Land invasion, Illegal development/encroachments	Implementation of land audits outcomes including prosecution/eviction
	Outdated Housing sector plan	Housing sector plan is under review
	Non-compliance of landfill site with NEMA	Ensure compliance of landfill site with NEMA
	Illegal dumping	Conduct community awareness campaigns pertaining to illegal dumping
	Inadequate municipal policies, plans and by-laws	To develop municipal policies, plans and by-laws
	No emergency centre / fire station	Land has been secured, in the process of securing funding for development
	Staff shortage in fire and disaster	To ensure that the posts are included in the organogram
	Shortage of burial space at current cemetery	To engage with traditional leaders and talk to nearby farmers
	No spatial long-term vision for the SDF	To develop a spatial long-term vision for the SDF
		To develop and align Comprehensive Rural Development programme
		To conduct Spatial Referencing of all existing and planned projects
		To consider IUDF on the SDF review
	Ineffective functionality in the Planning and Development Department	Appointment of the Director of Planning and Development
	No SEA	To develop SEA

The key challenges facing the uPhongolo municipality that has been determined through the strategic planning session and community participation and analysing the status quo of the municipality can be summarised as follows;

- A large rural population that depends on the nearby urban areas such as the Pongola town for Commercial and public services (e.g. health, home affairs, etc.), places

pressure on the primary node because of the lack of services and facilities within the rural areas. Service delivery in the rural areas will need to be attended to.

- The uPhongolo population is characterized by significantly more women than men. 47% households are headed by women in the absence of partners seeking employment in other urban centres. It is accepted that these women are more disadvantaged in terms of resources. Strategies need to be developed in order to create security for women and their dependent children.
- Close to half of the population are children, placing pressure on the need for educational and social facilities. Many of these children will be orphaned as a result of HIV/AIDS. At least 11.7% of the population is already infected with HIV. The severe impact on the need for health, social and welfare services over the next 20 years will have to be accommodated in the Municipalities strategy for service delivery.
- Income levels are low with 66% of households receiving no income or less than R2 400 per month. The traditional and rural areas are the most poverty stricken.
- Unemployment levels are relatively high and with only 13.43% of the population being formally employed. Dependency levels are also high with every employed person having to support 6.5 persons of which 3 are over 15 years of age. The farming sector employs a significant number of people, indicating the importance of the agricultural sector in the economy of the area. The local economic development strategy needs to build on this strength.
- The majority of the population relies on public transport facilities. This is primarily taxi based. The quality and efficiency of the public transport sector needs attention.
- Most of the urban communities have access to clean water with severe shortcomings in this respect as far as rural communities are concerned and have access to less than 5 litres of water per day. People rely on natural resources for water and are considered to live at survival levels.
- The larger urban areas have sanitation systems, but the rural areas rely on septic tanks, pit latrines or no system at all. This places tremendous strain on the environment.
- The population in the urban areas has access to household electricity, but few or the rural settlements have this service. Electricity provision at schools and health facilities are especially critical. In the wake of the looming energy crises faced by this country it

is vital that the Municipality adopts policy embracing the use of alternative energy sources for new residential and commercial development.

- Retention of municipal employees with the necessary qualifications and experience to preserve the institutional memory and ensure service delivery according to the Council's vision and core values.

1.7.6 SWOT Analysis

The Municipality's SWOT Analysis is addressed in the Situational Analysis Chapter and is provided at the end of each KPA.

1.7.7 Municipal Goals, Strategic Objectives, Programmes and Budget 2019/2020

This Section is addressed in Chapter-4: Development Strategies

1.7.8 Community Development Needs 2016/2017 to 2021

1.8 Long Term Vision

Vision Statement

"uPhongolo Municipality will ensure an inclusive socio-economy by providing quality services that yield a better life for all by 2035".

Mission Statement

- To develop our Municipal institution and facilitate its transformation;
- To provide infrastructure and other services to all, with emphasis on rural communities, in a sustainable manner;
- To provide a healthy and safe environment that is conducive for investment;
- To develop and support social and economic development initiatives, particularly those focused on the youth and the vulnerable;
- To ensure good governance through leadership excellence and community participation
- To ensure continued sound financial management;
- To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices;

- To elevate tourism and agriculture as the leading GDP contributors to our economy.

Core Values

The *Batho-Pele* Principles inform the operations of the uPhongola Municipality, to guide relations and interaction between uPhongolo and it customers, community and other stakeholders. The following are the values upon which the municipality operates:

- Transparency
- Commitment
- Innovation
- Integrity
- Co-operation
- Respect
- Accountability

1.9 What Are We Going To Do To Unlock And Address Challenges Over The Next 5-Years?

Figure 23: Unlock and Address Challenges

KEY PERFORMANCE AREAS	ISSUES TO BE ADDRESSED (GOALS)
Municipal Transformation & Institutional Development	▪ Human Resource Development and ensure compliant HR System
Basic Service Delivery and Infrastructure Development	▪ Provide access to comprehensive basic services and infrastructure
Social and Economic Development	▪ Promote inclusive economic growth, development and support
Good Governance and Public Participation	▪ Promote good governance and policy compliance
Municipal Financial Viability and Management	▪ Achieve financial sustainability and viability
Cross-Cutting Interventions	▪ Promote environmental sustainability and spatial equity

Some of the salient projects to be undertaken over the medium-term includes, amongst others:

Figure 24: Capital Infrastructure Programme 2019/2020 to 2021

Capital Expenditure Allocations	Ward	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds	Status of projects
		R	R	R		
MIG Programme		**26 886 900**	**28 222 600**	**30 145 400**	**MIG**	
Dwarsland Creche	**1**	905 000			**MIG**	**NEW**
Hlambanyathi Creche	**14**	905 000			**MIG**	**NEW**
uPhongolo Sport Ground	**15**	2 000 000			**MIG**	**NEW**
Ncotshane Multi-purpose Sport field	**10**	750 000			**MIG**	**ONGOING**
Pongola Sub-Rank Facility Phase 2	**11**	5 099 999.60			**MIG**	**NEW**
uPhongolo Sport Ground	**6**	2 000 000			**MIG**	**NEW**
Esigungwini Sport field	**11**	125 000			**MIG**	**ONGOING**
Sport Field	**12**	2 001 000			**MIG**	**NEW**
Mashobane Community Hall	**6**	528 383.35			**MIG**	**ONGOING**
Mashulu Creche Phase 2	**13**	630 000			**MIG**	**NEW**
Community Hall	**14**	1 500 000			**MIG**	**NEW**
Sithwelekanzima Creche Phase 2	**10**	850 000			**MIG**	**NEW**
Kranskloof Community Hall Phase 2	**13**	2 000 000			**MIG**	**NEW**
Upgrade of Mkhwakhweni sport field-phase 2	**13**	5 400 000			**MIG**	**NEW**

Pongola Tarred Roads	**11**	621 000			**MIG**	**ONGOING**
Mkhiwaneni Sport field	**9**	1 571 518.05			**MIG**	**NEW**
Mkhiwaneni Sport field	**9**		3 000 000		**MIG**	**NEW**
Multi-purpose Sport	**11**		5 500 000		**MIG**	**NEW**
Paving Road ZCC 13	**13**		5 122 600		**MIG**	**NEW**
Upgrading of Magadlela	**2**		4 100 000		**MIG**	**NEW**
Belgade Paving Road	**5**		3 500 000		**MIG**	**NEW**
N2 to Thandukukhanya Road	**7**		3 500 000		**MIG**	**NEW**
Kwathengizwe Sport Field	**4**		3 500 000		**MIG**	**NEW**
Hall	**8**			2 500 000	**MIG**	**NEW**
Hall	**12**			2 500 000	**MIG**	**NEW**
Creche	**8**			600 000	**MIG**	**NEW**
Tar Road	**10**			2 000 000	**MIG**	**NEW**
Creche	**15**			600 000	**MIG**	**NEW**
Sport Complex	**6**			1 500 000	**MIG**	**NEW**
Zonyama Hall	**14**			2 500 000	**MIG**	**NEW**
Sport field	**8**			1 500 000	**MIG**	**NEW**
Creche	**5**			600 000	**MIG**	**NEW**
Sport field	**13**			1 500 000	**MIG**	**NEW**
Sport field	**15**			1 500 000	**MIG**	**NEW**
Road Tarring	**5**			1 145 400	**MIG**	**NEW**
Candover Creche	**14**			600 000	**MIG**	**NEW**
Creche	**3**			600 000	**MIG**	**NEW**
Creche	**8**			600 000	**MIG**	**NEW**

Creche	**10**			600 000	**MIG**	**NEW**
Buhlebemvelo Creche	**2**			600 000	**MIG**	**NEW**
Mavithi Hall	**11**			2 500 000	**MIG**	**NEW**
Creche	**12**			600 000	**MIG**	**NEW**
Sivule Hall	**7**			2 500 000	**MIG**	**NEW**
Ngedle Creche	**13**			600 000	**MIG**	**NEW**
Mpakama Hall	**1**			2 500 000	**MIG**	**NEW**
Other Capital Assets		**10 437 563**	**5 133 900**	**3 000 000**	**BORROWING & OWN REVENUE**	
Furniture and Fittings		320 000			**OWN RENENUE**	
Machinery and Equipment		1 970 000			**OWN REVENUE**	
Computer Equipment		1 360 900	1 273 900		**OWN REVENUE**	
Other Assets		6 606 663	3 860 000	3 000 000	**OWN REVENUE**	
TOTAL		**37 324 463**	**33 356 500**	**33 145 400**	**OWN REVENU**E	

Figure 25: Transfers and Grants 2019/2020

Transfers and Grant Allocations	**2019/20**	**2020/21**	**2021/22**
	R	R	R
Equitable Share	136 387 000	151 240 509	157 591 485
Finance Management Grant	2 435 000	2 867 000	3 131 000
Municipal Integrated Grant	26 886 900	28 222 600	30 145 400
Municipal Integrated Grant 5% Operational	1 415 100	1 485 400	1 586 600
Integrated National Electricity Programme Grant	8 500 000	9 500 000	10 000 000
Provincialisation Of Libraries Grant	1 760 000	1 848 000	1 950 000

Community Library Services Grant	422 000	452 000	484 000
Expanded Public Works Programme Grant	2 513 000	-	-
Buildings Plans Information Grant	-	600 000	-
Koppie Guest House Grant	1 000 000	1 058 000	1 116 000
Mkuze Falls Grant	2 000 000	2 116 000	2 232 000
Mkuze Airport	3 000 000	3 126 000	3 298 000
KZN Human Settlements Housing	47 808 918	47 808 918	23 904 459
TOTAL	**234 127 918**	**250 324 427**	**235 438 945**

1.10 How Will Progress be Measured?

The municipality programmes and projects have been geared towards delivering of basic services, economic infrastructure development, reducing unemployment and poverty developing thriving communities able to sustain itself and the municipality. The municipality in partnership with other stakeholders has been working hard to deliver on the following outcomes. The community should expect the following outcomes and deliverables emanating from the implementation of this Integrated Development Plan.

The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System and the contracts and the way in which they are designed and implemented.

The IDP has been compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the current status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives, the requirements applicable to the municipality in the IDP. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP.

These strategies will be used to annually formulate the service delivery budget implementation plan (SDBIP) and performance indicators for the uPhongolo Municipality, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The performance of the municipality will then be assessed and reported on quarterly as well as annually in the municipality's annual report. The process of managing performance:

- Performance Planning
- Performance Monitoring
- Performance Measurement
- Performance Analysis
- Performance Reporting
- Performance Review

The annual process of managing performance at organisational level in the Municipality involves the steps as set out below:

Organisational and Department Scorecard

Performance management can be applied to various levels within any organisation. The legislative framework provides for performance management at various levels in a municipality including organisational (sometime also referred to as municipal, corporate or strategic) level, departmental (also referred to as services, operational or section/team level) and lastly, individual level.

At organisational level the five-year IDP of a municipality forms the basis for performance management, whilst at operational level the annual SDBIP forms the basis. The IDP is a long-term plan and by its nature the performance measures associated with it will have a long-term focus, measuring whether a municipality is achieving its IDP objectives. A SDBIP (both for the municipality as a whole and that of a department) is more short-term in nature and the measures set in terms of the SDBIP, reviewing the progress made with implementing the current budget and achieving annual service delivery targets.

The measures set for the Municipality at organisational level is captured in an organisational scorecard structured in terms of the preferred performance management model of the Municipality. The measures at departmental level are captured in the SDBIPs of the various Departments of the Municipality.

By cascading performance measures form organisational to departmental level, both the IDP and the SDBIP, forms the link to individual performance management. This ensures that performance management at the various levels related to one another, which is a

requirement of the 2001 Municipal Planning and Performance Regulations. The MFMA specifically requires that the annual performance agreements of managers must be linked to the SDBIP of a municipality and the measurable performance objectives approved with the budget.

Monitoring and Evaluation

To measure and monitor our progress, Performance Management Framework and Policy was developed and is in place and it is reviewed annually. Key performance indicators have been refined in support of the Municipality's development priorities and objectives aligned with the organizational structure in line with the Integrated Development Plan Framework to ensure consistency in measuring and reporting on long terms strategies and projects. Measurable performance targets with regard to each of these development priorities and objectives were established and are reflected on the Organizational Performance Management Scorecard attached to the Integrated Development Plan and it is reviewed annually together with the Integrated Development Plan review process to ensure regular reporting is in place and gets reported quarterly to the Council via Performance Audit Committee.

Individual performance agreements and performance plans for the Municipal Manager and Heads of Departments are prepared annually in line with provisions prescribed in the performance Regulations, these agreements are fully implemented and aligned with the service delivery and Budget Implementation Plan as required in terms of the Municipal Finance Management Act 56 of 2003.

Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and performance assessment is taking place on a quarterly basis to ensure that annual department targets will be achieved.

SECTION B:

PLANNING AND DEVELOPMENT PRINCIPLES, GOVERNMENT POLICIES & IMPERATIVES

2. Planning and Development Principles

The Integrated Development Plan (IDP) can be defined as a product of integrated development planning which is a process by which the uPhongolo Municipality prepares its strategic planning sessions for the 2019/2020 review. Integrated development planning as an instrument lies at the centre of the new system of developmental local government in South Africa and represents the driving force for making municipalities more strategic, inclusive, and responsive and performance driven in character.

The IDP is therefore the principal strategic planning instrument which guides and informs all planning, budgeting, decision-making, management processes and all development within the municipal area. Once developed, it is regarded as a plan than supersedes all others within a municipality because it is a direct reflection of a municipality.

The IDP seeks to integrate and balance the economic, ecological and social pillars of sustainability within the uPhongolo municipal area without compromising the institutional capacity required to implement and coordinate the efforts needed across sectors and relevant spheres of government.

The IDP is also the strategic planning tool of the municipality and is prepared within the first year after the newly elected Council has been appointed and will be reviewed annually during the Council's term of office. The priorities and actions identified in this IDP will inform the structure of the municipality, the service delivery standards, all financial planning and budgeting as well as performance reporting by the municipality.

Municipalities function within the realm of an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programs to be implemented and aligned with municipal functions.

2.1. Legislative Framework towards Achieving IDP Objectives

Municipalities function within the realm of an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programmes to be implemented and aligned with municipal functions. UPhongolo Municipality realises that in order to achieve growth and development the budget, programmes and projects must be aligned to development and institutional policy directives.

The Constitution of the Republic of South Africa outlines the type of local government needed. Section 152 and 153 of the constitution prescribes local government being in charge of the development

process and municipal planning and describes the following objectives of local government:

- To ensure a sustainable provision of services;
- To provide democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage involvement of communities and community organisations in matter of local government.

The Municipal Systems Act (MSA) Act 32 0f 2000 requires municipalities to develop Integrated Development Plans which should be single, inclusive and strategic in nature. The IDP of a municipality will guide development within the council‘s area of jurisdiction once adopted and IDP should also be reviewed annually. In addition the Act also stipulates the IDP process and the components to be included.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan:

Regulation 2 (1) states that the municipality's IDP must at least identify:

- the institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
- any investment initiatives in the municipality;
- any development initiatives in the municipality, including infrastructure, physical, social and institutional development;
- all known projects, plans and programmes to be implemented within the municipality by any organ of the state; and
- The key performance indicators set by the municipality.

Regulation 2 (2) states that an IDP may:

- Have attached to it maps, statistics and other appropriate documents;
- Refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the municipality.

Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.

Regulation 2 (4) states that a spatial development framework reflected in the municipality's integrated development plan must:

- Give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
- Set out objectives that reflect the desired spatial form of the municipality;
- Contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
- Indicate desired pattern of land use within the municipality;
- Address the spatial reconstruction of the municipality; and

- Provide strategic guidance in respect of the location and nature of development within the municipality.
- Set out basic guidelines for a land use management system;
- Set out a capital investment framework for the development program within a municipality;
- Contain a strategic assessment of the environmental impact of the spatial development framework;
- Identify programs and projects for the development of land within the municipality;
- Be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
- Must indicate where public and private land development and infrastructure investment should take place;
- May delineate the urban edge; and
- Must identify areas where strategic intervention is required and must indicate areas where priority spending is required.

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the mayor of a municipality must:

- Take into account the Municipality ‘s Integrated Development Plan;
- Take all reasonable steps to ensure that the municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years;
- Take into account the national budget, the relevant provincial budget, the national government ‘s fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum;
- Consult the relevant district municipality and all other local municipalities within the area of the district municipality, if the municipality is a local municipality;
- The relevant provincial treasury, and when requested, the National Treasury; and
- Any national or provincial organs of state, as may be prescribed; and
- Provide, on request, any information relating to the budget to the National Treasury; and

- Subject to any limitations that may be prescribed, to the national departments responsible for water, sanitation, electricity and any other service as may be prescribed;
- Any other national and provincial organ of states, as may be prescribed; and
- Another municipality affected by the budget.

This section will identify the relationship between the uPhongolo Integrated Development Plan and the other key planning and policy instruments from the national, provincial and the district government levels. The instruments aligned to the IDP are those perceived to be key, they also have a cross cutting effect at the other levels of government.

They currently occupy the centre stage at their respective spheres of government and they have an overarching role. One of the key objectives of IDPs is to ensure alignment between national and provincial priorities, policies and strategies (as listed below):

- Sustainable Development Goals
- National Development Plan (Vision 2030)
- National Spatial Development Perspective
- National Key Performance Areas
- National Outcomes
- Provincial Growth and Development Strategy
- District Growth and Development Plan

uPhongolo Municipality employs a number of principles in implementing its IDP. Below are some of the principles used by the Municipality:

- Development/investment must only happen in locations that are sustainable (NSDP).
- Balance between urban and rural land development in support of each other (DFA Principles).
- Discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification.

- Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles).
- Direction of new development towards logical infill areas (DFA Principles).
- Compact urban form is desirable (DFA Principles).
- Development should be within limited resources (financial, institutional and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner (DFA Principles, CRDP, and National Strategy on Sustainable Development).
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP).
- Development/investment should be focused on localities of economic growth and/or economic potential (NSDP).
- localities with low demonstrated economic potential, development/investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP).
- Land development procedures must include provisions that accommodate access to secure tenure (CRDP).
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised.
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectorial and local levels is central to achieving coherent and effective planning and development.
- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity ("Breaking New Ground": from Housing to Sustainable Human Settlements).
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development).

2.2. International Policy Directives: Sustainable Development Goals

The proposed Sustainable Development Goals (SDGs) offer major improvements on the Millennium Development Goals (MDGs). Not only do they address some of the systemic barriers to sustainable development but they also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, oceans).

The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDG process has been a huge step forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an interconnected world.

The Sustainable Development Goals (SDG) initiative is aimed at attaining the following goals. Each goal has specific target/s:

Goal 1: End poverty in all its forms everywhere

Goal 2: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.

Goal 3: Ensure healthy lives and promote well-being for all at all ages

Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.

Goal 5: Achieve gender equality and empower all women and girls

Goal 6: Ensure availability and sustainable management of water and sanitation for all

Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Goal 10: Reduce inequality within and among countries

Goal 11: Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12: Ensure sustainable consumption and production patterns

Goal 13: Take urgent action to combat climate change and its impacts

Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Paris Agreement

On 12 December 2015, 196 Parties to the UN Framework Convention on Climate Change (UNFCCC) adopted the Paris Agreement, a new legally-binding framework for an internationally co-ordinated effort to tackle climate change. The Agreement represents the culmination of six years of international climate change negotiations under the auspices of the UNFCCC and was reached under intense international pressure to avoid a repeat failure of the Copenhagen Conference that was held in 2009.

The Paris Agreement contains:

- An ambitious collective goal to hold warming well below 2 degrees with efforts to limit warming to 1.5 degrees;
- An aim for greenhouse gas emissions to peak as soon as possible, and to achieve net-zero emissions in the second half of this century;
- A requirement for mitigation measures of individual countries to be expressed in nationally determined contributions (NDCs);
- A process that demands a revision of NDCs at least every 5years representing progression beyond the last NDCs;
- A mechanism for countries to achieve NDCs jointly, sharing mitigation targets, and a mechanism for countries to cooperate in achieving NDCs. Countries can meet their NDC targets by transferring 'mitigation outcomes' internationally – either in the context of emission trading, or to allow results-based payments;
- A mechanism for private and public entities to support sustainable development projects that generate transferrable emission reductions;
- A framework for enhanced transparency and an expert review of NDCs;
- A Global Stock-take from 2023 and every 5 years thereafter to review progress;
- Encouragement for Parties to implement existing frameworks for REDD+ including through the provision of results-based payments;
- A global goal of enhancing adaptive capacity, strengthening resilience and reducing vulnerability to climate change, and commitment to providing enhanced support for adaptation;
- A decision to adopt the Warsaw International Mechanism for Loss and Damage, noting that the agreement does not involve or provide a basis for any liability or compensation;
- A commitment to a collective goal of providing USD 100 billion per year to 2025, and beyond 2025 with USD 100 billion as a floor. Developing countries are encouraged to provide voluntary support. Public funds will play a 'significant role' in finance, and developed countries must report twice a year on levels of support provided;
- An enhanced transparency framework for action and support with built-in

flexibility which takes into account Parties' different capacities with the goal to understand climate change action in the light of the objective of the UNFCCC and the Paris Agreements; and

- A non-punitive compliance mechanism that is expert based and facilitative in nature.

2.3. Agenda 2063 (African Aspirations For 2063)

Africans of diverse social formations and in the Diaspora affirmed the AU Vision of "an integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in the international arena" as the overarching guide for the future of the African continent. Further, they reaffirmed the relevance and validity of the OAU/AU 50th Anniversary Solemn Declaration.

The converging voices of Africans of different backgrounds, including those in the Diaspora have painted a clear picture of what they desire for themselves and the continent in the future. From these converging voices, a common and a shared set of aspirations has emerged:

- A prosperous Africa based on inclusive growth and sustainable development;
- An integrated continent, politically united, based on the ideals of Pan Africanism and the vision of Africa's Renaissance;
- An Africa of good governance, respect for human rights, justice and the rule of law;
- A peaceful and secure Africa;
- An Africa with a strong cultural identity, common heritage, values and ethics;

An Africa whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children; and 7. Africa as a strong, united, resilient and influential global player and partner.

2.4. National Outcome Delivery Agreements

Government has agreed on 12 outcomes as a key focus of work from 2014 to 2019. Each outcome has a limited number of measurable outputs with targets. Each output is linked to a set of activities that will help achieve the targets and contribute to the outcome.

Each of the 12 outcomes has a delivery agreement which in most cases involves all spheres of government and a range of partners outside government. Combined, these agreements reflect government's delivery and implementation plans for its foremost priorities.

Each outcome has been broken into various outputs that stipulate activities to be undertaken towards the achievement of a particular outcome.

Figure 26: Discussion of the 12 National Outcome Delivery Agreements

NO.	National Plan Priorities	Alignment Thereof
1	Improve Quality of basic education	Improving Citizens skills level and education
2	A long and healthy life for all South Africans	Improve quality of citizens Health
3	All South African must feel safe	Creation of secure and friendly city through fighting crime
4	Decent employment through inclusive economic growth	Job creation through economic development
5	Skilled and capable workforce to support an inclusive growth path	Municipal resourced and committed to attaining the vision and mission of the organization
6	An efficient, competitive and responsive infrastructure network	Efficient and Integrated Infrastructure and services
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	Viable economic growth and development
8	Sustainable human settlements and improved quality of household life	To promote the achievement of a non-racial integrated society through the development of sustainable human settlements and quality housing
9	Responsive, accountable, effective and efficient local government system	Democratic, responsible, transparent, objective and equitable Municipal Governance
10	Protect and enhance our environmental assets and natural resources	To promote environmental and conservation promotion
11	Create a better South Africa, better Africa and a better world	Promoting social cohesion
12	An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Democratic, responsible, transparent, objective and equitable Municipal Governance

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery.
- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation,
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance
- Through the service delivery agreement; COGTA and municipalities commit to the following:
- The extension of basic services which include water, sanitation, electricity and waste
- Systems for improved service Management;
- Creation of job opportunities through the Community Works Programme;
- Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;
- The filling of critical positions
- That all municipalities in the province will achieve clean audits by 2014;
- Building municipal capacity to enable municipalities to collect 90% of their revenues;
- Strengthening the organizational performance management delivery and accountability to the communities;
- Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist.

These talk to the five (5) National Key performance Areas (KPAs) and should form basis for every municipality's strategic objectives.

Through the service delivery agreement; the Honarable Mayor of all municipalities commit themselves of the following:

- That they will play their role as outlined in the Municipal Finance Management Act by monitoring the prudent management and utilization of their municipal finances;
- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;
    - ⇨ That they will ensure every rand spent in their municipalities does what it is earmarked for;
- That they will advocate and actively work towards corrupt-free municipalities;
- That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement is unprotected
- That, working with our esteemed traditional leaders, they will work tirelessly in restoring the confidence of the people in the system of local government as we move towards the 2011 local elections.

2.5. National and Provincial Development Planning and Policy Directives

Chapter 5 of the MSA, in particular, provides instruction on co-operative governance, encouraging municipalities to develop their strategies in line with other organs of state so as to give effect to the five-year strategic plan.

It goes further to inform that the IDP must link, integrate and co-ordinate development plans for the municipality. Resources and capacity must align with the implementation of the plan, forming the foundation on which the annual budget must be based.

The plan must be compatible with national development plans and planning requirements binding on the municipality in terms of legislation.

The state has introduced a three-tiered system of integrated planning aimed at ensuring intergovernmental priority setting, resource allocation, implementation, and monitoring and evaluation to achieve sustainable development and service delivery.

The key instruments which constitute this system include at national level the National Development Plan *(Vision for 2030*), the Medium-Term Strategic Framework (MTSF) and the National Spatial Development Perspective (NSDP) as indicative and normative planning instruments; at provincial level the Provincial Growth and Development Strategy (PGDS, 2016), supported by Provincial Spatial Economic Development Strategy (PSEDS); the District Drowth & Development Plan and at local level the municipal Integrated Development Plan (IDP), which include Spatial Development Framework (SDF). Improvements in spatial analysis has allowed for a clearer basis for spatial priorities to be laid out in the PSEDS. The PSEDS guides the focusing of infrastructure investment in certain spatial areas.

2.6. The National Development Plan

The National Development Plan (NDP) offers a long-term perspective. It defines a desired destination and identifies the role different sectors of society need to play in reaching that goal. As a long-term strategic plan, it serves four broad objectives:

- Providing overarching goals for what we want to achieve by 2030.
- Building consensus on the key obstacles to us achieving these goals and what needs to be done to overcome those obstacles.
- Providing a shared long-term strategic framework within which more detailed planning can take place in order to advance the long-term goals set out in the NDP.
- Creating a basis for making choices about how best to use limited resources.

The Plan aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the Plan are:

- Housing, water, electricity and sanitation

- Safe and reliable public transport
- Quality education and skills development
- Safety and security
- Quality health care
- Social protection
- Employment
- Recreation and leisure
- Clean environment
- Adequate nutrition

Figure 27: National Plan Priorities

NO.	National Plan Priorities	Alignment Thereof
1	Create jobs	Job creation through Economic Development Viable Economic Growth and Development
2	Expand infrastructure	Efficient and Integrated Infrastructure services
3	Use resources properly	
4	Inclusive Planning	Integrated Urban and Rural Development
5	Quality Education	Improving Citizens Skills Level and Education
6	Quality Healthcare	Improve quality of citizen health
7	Build a capable State	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance
8	Fight corruption	Public Safety and living Environment
9	Unite the nation	Promoting Social Cohesion

The National Development Plan is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The National Planning Commission (NPC) has been established and tasked *inter alia* with the formulation of a long-term strategic plan for the South Africa. The plan articulates a long-term vision and a plan for its implementation. It will shape government's service delivery and development programmes and guide spatial transformation.

In the interim, the national government has adopted various sector-based policy frameworks. The majority of these have serious implications for strategic planning at a local level. In view

of the rural nature and underdevelopment of uPhongolo Municipality, the following are considered:

- The New Growth Path.
- The 2004 Comprehensive Plan for the Development of Sustainable Human Settlements: Breaking New Grounds.
- Comprehensive Rural Development Strategy (CRDP) and the associated programme.

2.7. The New Growth Path

There is growing consensus that creating decent work, reducing inequality and defeating poverty can only happen through a new growth path founded on a restructuring of the South African economy to improve its performance in terms of labour absorption as well as the composition and rate of growth. The Government is committed to forging such a consensus and leading the way by:

- Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
- Developing a policy package to facilitate employment creation in these areas, above all through:
- A comprehensive drive to enhance both social equity and competitiveness;
- Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
- Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

Job drivers identified are:

- Substantial public investment in infrastructure both to create employment directly, in construction, operation and maintenance as well as the production of inputs, and indirectly by improving efficiency across the economy;
- Targeting more labour-absorbing activities across the main economic sectors – the agricultural and mining value chains, manufacturing and services;
- Taking advantage of new opportunities in the knowledge and green economies.

- Leveraging social capital in the social economy and the public services; and
- Fostering rural development and regional integration.

The New Growth Path describes 10 required Policies for growth, decent work and equity, namely:

- Active industrial policy;
- Rural development policy;
- Competition policy;
- Stepping up education and skills development;
- Enterprise development: promoting small business and entrepreneurship; eliminating unnecessary red-tape;
- Broad-based Black Economic Empowerment (BBBEE);
- Labour policies;
- Technology policy;
- Developmental trade policies; and
- Policies for African development.

In the context of the UPhongolo Municipality as well as its municipal area, the following two Policies are considered important:

- Rural development policy;
- Stepping up education and skills development policy;
- Engineers;
- Artisans;
- Workplace skills;
- Further education and training;
- Information and Communications technology (ICT) skills; and
- Policy framework.

2.8. The 2004 Comprehensive Plan for Sustainable Human Settlements

The Comprehensive Housing Plan or the Breaking New Ground in Housing Delivery (the BNG) is a forward looking document approved by National Cabinet in September 2004 to provide a framework for sustainable housing settlements over the next decade. The 10-year housing

programme is intended to address the housing needs of the people within the context of broader socio-economic needs resulting in sustainable human settlements.

The BNG's key focus is the creation of sustainable settlements — a departure from the first ten years of South Africa when the focus was on the quantity of houses delivered.

Issues around the quality of houses delivered in the first ten years of the advent of democracy are well documented; and the BNG focuses on the quality dimension of both size and durability of houses delivered. The BNG not only focuses on the improving quality of houses delivered, but also on the creation of sustainable human settlements where people live. In this context, the location of housing especially in relation to economic opportunities is important.

This needs-oriented strategy is supplemented by seven business plans intended to ensure that full development integration is achieved. These plans which are strategic thrusts in themselves are as follows:-

- Stimulating the residential property market;
- Spatial restructuring and sustainable human settlements;
- Social (medium density) housing programme;
- Informal settlements upgrading programmes;
- Institutional reform and capacity building;
- Housing subsidy funding systems reform, and
- Housing and job creation.

Put simply, this new housing plan will ensure that housing in itself is an economic sector in the sense that it can be used as an instrument for poverty alleviation, job creation, leveraging growth, supporting a residential property market and assisting in spatial-economic restructuring.

Furthermore, the BNG recognises the role of private sector in housing delivery rather than relying only on the government focus to address housing backlog in the country.

Poverty is understood to involve three critical dimensions: *income, human capital* (services and opportunity) and *assets*. Housing primarily contributes towards the alleviation of asset poverty.

"Sustainable human settlements" refer to: *"well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity".*

In line with the NSDP and the Draft National Urban Strategy, the Department will enhance its contribution to spatial restructuring by:

- Progressive Informal Settlement Eradication;
- Promoting Densification and Integration;
- Densification policy;
- Residential development permits;
- Fiscal incentives;
- Enhancing Spatial Planning;
- Enhancing the location of new housing projects;
- Supporting Urban Renewal and Inner City Regeneration;
- Developing social and economic infrastructure;
- Enhancing the Housing Product;
- Enhancing settlement design;
- Enhancing housing design; and
- Addressing housing quality.

2.9. Comprehensive Rural Development Plan (CRDP)

The National Department of Rural Development and Land Reform (DRDLR) have been given the mandate by the President of South Africa to develop a Comprehensive Rural Development Programme (CRDP) throughout the country.

To achieve this mandate the DRDLR embarked on developing a fresh approach to rural development. The CRDP is focused on enabling rural people to take control of their destiny, with the support from government, and thereby dealing effectively with rural poverty through the optimal use and management of natural resources. This will be achieved through a coordinated and integrated broad-based agrarian transformation as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities. The programme will be successful when it becomes apparent that "sustainable and vibrant rural communities" are succeeding throughout South Africa.

Below is a three pronged strategy to ensure that the Department achieves its objective (Agrarian Transformation, Rural Development and Land Reform):

The Agrarian transformation Increased production and the optimal and sustainable use of natural resources including land, grass, trees, water, natural gases, mineral resources etc; Livestock farming (cattle, sheep, goats, pigs, chickens, turkey, game, bees, fish, etc), including the related value chain processes; Cropping (grain, vegetables, fruit, spices, medicines, etc), including the related value chain processes; The establishment and strengthening of rural livelihoods for vibrant local economic development; The use of appropriate technology, modern approaches and indigenous knowledge systems; and Food security, dignity and an improved quality of life for each rural household.

Rural development

- Improved economic infrastructure;
- Improved social infrastructure;
- Land reform;
- Increasing the pace of land redistribution;
- Increasing the pace of land tenure reform;
- Speeding up the settlement of outstanding land restitution claims; and
- Effective support to all land reform programmes through land planning and information.

2.10. Outcome Eight: Sustainable Human Settlements And Improved Quality Of Household Life

The NDP says "Settlement patterns should meet the needs and preferences of citizens, taking into account broader social, environmental and economic interests. Travel distances need to be shorter. This means ensuring that a larger proportion of workers live closer to their places of work, and that public transport is safe, reliable, affordable and energy efficient. It means building denser and more liveable cities and towns" (National Planning Commission, 2011).

This poses a challenge to uPhongolo in that housing should be located closer to other opportunities or provide housing with other opportunities such as employment, services, transport networks etc. If successful it would mean that outcome of eight would have been achieved and people's lives improved tremendously.

The outcome is of critical importance for various reasons. Firstly, it is a requirement of the Constitution and Bill of Rights. Secondly, it is core to human dignity and social stability and is a key enabler of health, education and social cohesion outcomes. Lastly, with good planning, it can also serve as a catalyst for economic development and job creation. Ultimately, the outcomes of the national effort around human settlements must be seen in the context of social development and transformation as well as meeting the objectives of rolling back under-development.

2.11. Medium-Term Strategic Framework

The MTSF base document is meant to guide planning and resource allocation across all the spheres of government. National and provincial departments in have to develop their five-year strategic plans and budget requirements taking into account the medium term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to. Critically, account has to be taken of the strategic focus of the framework as a whole.

This relates in particular to the understanding that economic growth and development, including the creation of decent work on a large scale, investment in quality education and skills development are at the centre of the government's approach.

2.12. National Spatial Development Perspective (NSDP)

The Policy Co-ordination and Advisory Services (PCAS) in the Presidency produced a National Spatial Development Perspective (NSDP) that was endorsed by Cabinet. Ultimately, all government programmes and activities find expression in space. The spatial dispensation and the nature of the space economy of a country/region have important implications for meeting the social, economic and environmental objectives of a government. For instance, in cases where human settlements are scattered and fragmented over vast distances, servicing becomes expensive, both in terms of initial capital investment and subsequent maintenance.

On the other hand, well connected settlements, with sufficient densities to enable better public transport, are far more conducive to spatial targeting of investment in nodes along such routes to facilitate the creation of jobs that are accessible to all.

The NSDP puts forward a set of five normative principles:

Principle 1: Rapid economic growth that is sustained and inclusive is a prerequisite for the achievement of other policy objectives, among which poverty alleviation is key.

Principle 2: Government has a constitutional obligation to provide basic services to all citizens (e.g. water, energy, health and educational facilities) wherever they reside.

Principle 3: Beyond the constitutional obligation identified in Principle 2 above, government spending on fixed investment should be focused on localities of economic growth and/or economic potential, in order to gear up private-sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

Principle 4: Efforts to address past and current social inequalities should focus on people, not places. In localities where there are both high levels of poverty and demonstrated economic potential, this could include fixed capital investment beyond basic services to exploit the

potential of those localities. In localities with low demonstrated economic potential, government should, beyond the provision of basic services, concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes. It should also reduce migration costs by providing Labour-market intelligence to give people better information, opportunities and capabilities, to enable them to gravitate if they choose localities that are more likely to provide sustainable employment and economic opportunities.

Principle 5: In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres. Infrastructure investment should primarily support localities that will become major growth nodes in South Africa and the SADC region to create regional gateways to the global economy.

In areas of low or no economic potential, the path of development and poverty reduction should be through a focus on investment in human capital development (education, training, social welfare, sound rural development planning, aggressive land and agrarian reform and the expansion of agricultural extension services, etc.). From a spatial point of view, studies have shown that the impact on poverty depends crucially on the proximity of poor households to centres of economic activity and the extent to which these households are connected to such economic activities.

The approach adopted by the NSDP is in part informed by international case studies that show that:

- Unfocused infrastructure spending does not necessarily result in improved GDP growth;
- Unfocused human resource development does not improve GDP growth;
- Regions that already have some economic success are more likely to grow than other regions, because successful regions have individuals, firms and industries with the ability to learn;
- Successful learning occurs when institutions and incentives work and when institutions are locally specific;

- Success is often achieved through focused and polarized investment; and
- Redirecting public investment from economically dominant regions to lagging regions has not automatically spurred economic activity in lagging regions.

A key finding of the NSDP is that localities of higher growth also include a large number of the poor and therefore both policy objectives of promoting economic growth and of poverty alleviation operate largely in the same spaces. This trend will continue to be reinforced by the lure of work opportunities to areas with economic potential. The NSDP is unequivocal about suggesting that economic growth and poverty alleviation should be focused on people (that is, follow the trends) and not on places that have become poverty traps for many of the poor (that is, we cannot expect to bring about social equality through spatial equality).

In terms of poverty eradication the NSDP is underpinned by the following assumptions:

- Location is critical for the poor to exploit opportunities for growth;
- The poor, who are concentrated around vibrant and active junction points or activity corridors, have greater opportunity to gain from higher rates of economic growth and to improve their welfare;
- Areas of demonstrated economic potential give greater protection to the poor against adverse effects of economic shock because of greater opportunities to diversify income sources;
- Areas with demonstrated economic potential are the most favorable for overcoming poverty;
- Migration studies conclusively prove that the poor are making rational choices about locating to areas of employment and economic opportunities;
- However government must ensure that policies and programmes are in place to ensure that the poor are able to benefit fully from growth and development opportunities in such areas.

In opting for sustainable development, spatial interventions and impacts have to be designed and monitored for the broader economy and human settlements, for specific sectors in the economy (e.g. water and energy consumption, air pollution and waste management, brick

making, etc) and at household level (e.g. exploring renewable energy alternatives, reducing and re-using waste, and efficient public transport use).

2.13. Provincial Growth And Development Strategy (PGDS)

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has the purpose for the provision of strategic direction for development and planning in the Province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS**:**

- Strengthening governance and service delivery;
- Integrating investments in community infrastructure;
- Sustainable economic development and job creation; developing human capability;
- Developing a comprehensive response to HIV/Aids; and
- Fighting poverty and protecting vulnerable groups in society

The Provincial Administration of the KwaZulu-Natal has developed a strategic plan with overarching objectives and clear outcomes to be achieved in the medium term. The vision in the strategic plan is *"By 2030, the Province of KwaZulu-Natal should have maximised its position as a gateway to South and Southern Africa, as well as its human and natural resources, so creating a healthy, safe and sustainable living environment"*. The strategic plan sets out seven (7) strategic goals that determine policy direction and key interventions required to achieve the objectives and these are:

Figure 28: KZN 7 Strategic Goals

NO.	PGDS Strategies Goal	Alignment thereof
1	Inclusive economic growth	Job Creation through Economic Development, Viable Economic Growth and Development
2	Human Resources Development	Municipality Resourced and committed to attaining the vision and mission of the organization
3	Human and Community Development	Municipality Resourced and committed to attaining the vision and mission of the organization
4	Strategic Infrastructure	Efficient and Integrated Infrastructure and services
5	Responses to Climate Change	To promote environmental conservation
6	Governance and policy	Democratic, responsible, transparent, objective and equitable Municipal Governance
7	Spatial Equity	Integrated Urban and Rural Development

The objectives reflect the needs and priorities of the provincial government and will be used to drive integrated and improved performance of the public sector in the KwaZulu-Natal. The strategic plan takes into account the powers and functions of the provincial government but a critical theme that links all objectives is the inclusive approach to address the challenges. Strengthened intergovernmental relations and strategic partnerships with all spheres of government, non-governmental organisations and the private sector are critical for the successful implementation of the plan.

The Provincial Growth & Development Strategy (PGDS) is based on the following programmes:

Programme 1: Governance and Administration: A People-focused, responsive, accountable and efficient governance delivering timely and quality sustainable services.

Programme 2: Economic Development: Improve economic growth and development; increase formal jobs and enhance skills development.

Programme 3: Community and Social Infrastructure: Maintain and increase the provision of sustainable, integrated basic service infrastructure development.

Programme 4: Human Capacity Development: Improve and invest in skills and education to develop provincial Human Capacity.

Programme 5: Health & Social Support: Improve the livelihoods of the poor, reduce vulnerability to infectious diseases (especially HIV & AIDS), healthcare services, provide social safety nets and build unified, safe communities.

Programme 6: Crosscutting Priorities: HIV/AIDS and SMME development; Sustainable Environment, Human Rights, Integration, Capacity Building; Innovation and Technology; Poverty Alleviation, and Risk Management.

2.14. Spatial Development Frameworks (Provincial And Municipal)

Through the Provincial Spatial Economic Development Strategy (PSEDS), the Provincial Government hopes to strike a sound balance between progressive community growth and the environmental preservation of the communities. The uPhongolo Spatial Development Framework (SDF) which is an overarching document in the municipal IDP must be a mirrored expression of the development intentions of the municipality as expressed in the IDP. The SDF must be aligned with the PSEDS.

The Provincial Spatial & Economic Development Strategy aims to:

- Provide spatial context to the PGDS;
- Address spatial imbalances, curb urban sprawl and ensure sustainable interventions;
- Identify priority areas and types of development;
- Align to municipal spatial development frameworks;
- Guide budgeting processes of the province and municipalities; and
- Influence investment decisions of the private sector;

The principles of development and growth underpinning the PSEDS:

- Government has a constitutional obligation to provide basic services to all citizens with Basic services include health, education, housing, transport.
- All areas of the province require development.

- Certain areas of the province will drive economic growth.
- The PSEDS attempts to indicate where different types of investment should be directed in order to achieve development and/or economic growth.
- Four key sectors have been identified as drivers of economic growth in the province, namely:
- The Agricultural sector (including agri-processing and land reform);
- The Industrial sector (Including Manufacturing);
- The Tourism sector;
- The Service sector (including government services);
- The logistics and transport sector (including rail) underpin growth in all four sectors and.
- Sustainable and affordable water and energy provision is crucial to Economic Growth and Development.

2.15. Zululand District Growth And Development Plan (2015) And Integrated Development Plan

Section 29(2) of the Municipal Systems Act (MSA) Act 32 of 2000 clearly states that district municipalities must:

- Plan integrated development for the area of the district municipality as a whole but in close cooperation with the local municipalities in the area;
- Align its integrated development plan with the framework adopted; and
- Draft its Integrated Development Plan, taking into account the integrated development processes of and proposals submitted to it by the local municipalities in that area.

Horizontal alignment is pursued through Inter-governmental planning and consultation, co-ordination and ensured through aligning the respective vision, mission and strategic objectives of the respective municipalities in the region.

2.16. The Cabinet Lekgotla

The key objectives of the Cabinet Lekgotla were to assess progress on the various targets which government undertook to realize and achieve .

The key thrust of the Lekgotla focused on:

- ensuring that government remains accountable to the service delivery needs of our people;
- Receive progress report on the key infrastructure projects.
- Cabinet also received the strategic implementation plan from the National Planning Commission and the report from the Presidential Review Committee on State Entities.

The uPhongolo Municipality in reviewing its Integrated Development Plan has taken into account issues discussed at Cabinet Lekgotla where the following were resolved:

- To add a new strategic integrated project on water and sanitation aimed at addressing the country's immediate and long-term water and sanitation needs;
- That all spheres of government strengthen implementation and enhance the localization programme for components and supplies of infrastructure inputs.
- Projects that support regional integration will receive special attention.

The Lekgotla welcomed the work done on cost-containment and measures to address and combat corruption in the infrastructure plan, which will now go through the Cabinet process in the next few months. Cabinet noted progress on the implementation of government's priorities in health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development.

Cabinet agreed that all the relevant departments should develop concrete actions to accelerate progress in those areas where, based on current trends, it appears that the targets may not be met. Cabinet Lekgotla welcomed the National Development Plan (NDP) prepared by the National Planning Commission (NPC) and endorsed the objectives and the (18) key

targets of attaining these. The Lekgotla also acknowledged the NDP as a strategic framework to form the basis of future government detailed planning.

The Lekgotla concluded that a Cabinet Committee will be set up to develop targets and integrated implementation plans with the Forum for South African Directors-General (FOSAD). The NPC will assess implementation and refine the plan. Cabinet Lekgotla received the report from the Presidential Review Committee on SOE's. Cabinet welcomed the report and resolved to discuss the recommendations put forward by the Review Committee.

2.16.1. uPhongolo Municipality's Role in Cabinet Lekgotla

uPhongolo Municipality will continue to foster relations with other sector departments including State Owned Enterprises (SOE's). In addition, the municipality has also taken into account all key national development plans such as the National Development Plan (NDP), which the Cabinet Lekgotla has also endorsed including its objectives and targets.

Lastly the municipality will ensure that government priorities including health, fighting crime and corruption, job creation, rural development, local government and basic services and education and skills development are achieved within uPhongolo Municipality through the Integrated Development Plan. In this regard the municipality in most cases will play a facilitation role and, in some instances, implement programmes that are in keeping with the allocated powers and functions.

2.16.2. The District Lekgotla

The District Lekgotla has not yet taken place. As and when it is held, uPhongolo Municipality will perform its functions and implement resolutions that would be taken in the to-be held District Lekgotla.

2.17. The State of The Nation Address 2019

The State of the Nation Address 2019 (SoNA 2019) was delivered by the head of state of the Republic of South Africa, Mr Matamela Cyril Ramaphosa on 07 February 2019. The 2019

SONA was delivered against the backdrop of “strong inroads over the past year to improve our prospects as a nation.” within the context of the current strides made by the government to respond to the various challenges that our country is facing encompassing what the government intends doing for the advancement of the nation, going forward. The focus areas under guidance from the National Development Plan are as follows:

- Stimulate Manufacturing – forge ahead with the localization programme through which products like textile, clothing, furniture, rail rolling stock and water meters are designated for local procurement;
- Special Economic Zones – will be used to attract strategic foreign and domestic direct investment and build targeted industrial capabilities and establish new industrial hubs;
- Industrialization must be underpinned by transformation;
- Youth unemployment – draw young people into productive economic activity; eg. - Next month Launch of Youth Employment Service Initiative;
- Infrastructure investment;
- Job creation;
- Empowerment of Small businesses;
- Provision of services to people;
- Mining – has massive unrealized potential for growth and job creation;
- Set aside 30% of public procurement to SMMEs, Cooperatives, township and rural enterprises;
- Tourism – enhance support for destination marketing in key tourism markets;
- Rapid technological change – develop capabilities in the areas of science, technology and innovation;
- Digital industrial revolution – telecommunications industry;
- Introduction of the first national minimum wage;
- Free higher education and training – to be available for the first-year students from households with a gross combined income up to R350 000-00;
- Invest in expanding access to quality basic education and improving the outcomes of our public schools;
- Elimination of HIV – scaling up of the testing, treating campaign;

- Intensify efforts to tackle crime and build safer communities – e.g. Implementation of Community Policing Strategy, Introduction of Youth Crime Prevention Strategy;
- Stabilize and Revitalize state owned enterprises.

2.18. The State of The Nation Address 2019

On 28th February 2019, the Premier of KwaZulu-Natal, Mr T.W. Mchunu delivered the State of the Province Address (SOPA). The focus areas that are also concerns are already attended to in the revised and adopted KZN-Provincial Growth and Development Strategy (November 2016) and in the agreed Programme of Action of the KZN-Province. The focus areas are as follows:

- Growing a more inclusive economy;
- Human Resource Development;
- Human and Community Development;
- Development of Strategic Infrastructure;
- Ensuring Environmental Sustainability;
- Providing Good Governance with clear and relevant policies
- Striving for Spatial Equity

The February 2018 Cabinet Lekgotla resolved amongst other issues that the Provincial Planning Commission and KZN COGTA to support the District Municipalities with the development of District Growth and Development Plans [DGDPs] as part of Integrated Development Plan [IDP] process. The DGDP was to be informed, directed and take a total form of the PGDS/P while at the same time forming a basis for and guide all other implementation plans at the District family of municipalities.
The DGDP guides and informs the programmes and priorities for the 5 year IDP within the dynamics and complex municipal space.

The Provincial Growth and Development Strategy (2035) review was initiated and approved by the Provincial EXCO in November 2016 necisitating the DGDP review.

Figure 29: The PGDS is firmly embedded within an overall sustainability approach

GOAL 1: JOB CREATION **Expanded Provincial economic output and employment** **Apex Indicators:** **Apex Indicator 1: Total value of output of all sectors within the district economy Apex Indicator 2: Total employment in all sectors within the district economy Apex Indicator 3: GDP per Capita within the district economy**				
Strategic Objectives	Unleash agricultural potential	Enhance sectoral development through trade and investment	Improve efficiency of government led job creation programmes	Promote SMME and entrepreneurial development
	The ZDM agricultural sector grows and generates employment.	*ZDM trade and investment grows and generates employment.*	*Government-led job creation programmes yield incomes and prepare participants for entry into the labour market.*	*SMME promotion increases economic participation and generates employment.*
Primary Indicators	• Total employment within the agricultural sector (including forestry and livestock) within the district. • Value of agricultural contribution to the district economy • Number of emerging commercial farmers within the district. • Hectares of land under agricultural	• Total employment within all sectors excluding primary agriculture within the district. • Total value of the provincial economy excluding primary agriculture within the district.	• Total Rand Value of each EPWP job in district within the district. • Number of small contractors created through Vukuzakhe Emerging Contractor Development Programme.	• Number of Cooperatives and SMMEs registered in the district that has been in operation for more than 2 years. • Number of new jobs created through establishment of SMMEs and Coops within the district. • A balanced KZN B- BBEE scorecard utilised to measure

	production excl. ITB			**Progress in B-BBEEE within the district.**
Interventions	• Support for and Development of Commercial Farmers (new entrant, small- scale, land reform and ITB farmers). • Enhancement of agricultural value- adding and marketing. • Expansion of irrigation schemes and improved water use efficiency • Protection, rehabilitation and improved productivity of agricultural resources.	• Enhance Value-Adding within the Manufacturing Sector. • Develop, diversify and market the tourism sector to increase Domestic and Foreign visitors. • Facilitate the Expansion of Investment into the Services Sector • Establish District Agencies to drive LED and Investment. • Establish an integrated Business Retention and Expansion Programme (BR&E).	• Support enhanced implementation of the EPWP (incl CWP) Programme. • Facilitate expanded access to the Jobs Fund.	• Facilitation of access to markets for small enterprises. • Facilitation of access to finance for small enterprises. • Capacity building and Mentorship Support for small enterprises. • Access to appropriately located facilities with linked services. • Implementation and enforcement of B - BBEE

Secondary Indicators	• Value of total crop production. • Value of total horticulture production. • Value of total animal production. • Hectares of active agricultural land under irrigation. • Diversification of agricultural products. • Ratio of Agricultural exports to Imports within the district.	• Value of direct fixed capital formation in the district. • Total value of exports generated from within the district. • Ratio of Exports to Imports within the district. • Total value of foreign and domestic tourism expenditure within the district. • Total value of foreign direct investment	• Number of new work opportunities created annually through CWP. • Number of new full- time equivalent (FTE) jobs created annually through EPWP/CWP. • Number of successful contractor relationships and / or PPP's created and sustained through the EPWP/ CWP. Number of EPWP and into the district.	• Number of new business entities registered within the district.
	into the district. • Total value of domestic investment into the district	CWP beneficiaries that have graduated into formal employment.	• Total value of domestic investment into the district	CWP beneficiaries that have graduated into formal employment.

GOAL 2: HUMAN RESOURCE DEVELOPMENT

The human resource capacity of the province is adequate, relevant and responsive to growth and development needs

Expanded Provincial economic output and employment

Apex Indicators:

Apex Indicator 1: Gross enrolment rates: Primary (7-15) and Secondary (16-18) Apex Indicator 2: Participation in FET Colleges

Apex Indicator 3: Adult literacy rate

	Improve early childhood development, primary and secondary education	Support skills alignment to economic growth	Enhance youth skills Development and life-long learning
Strategic Objectives	*The education sector produces sufficient people with relevant knowledge, skills and attitudes to contribute to growth and development.*	*The development of skills is sufficient and appropriate to service the economic growth and development needs of the district*	*The skills level of youth and adults are enhanced*
Primary Indicators	• % of 3 to 5 old children in education institutions (public and private) • % of Grade 1 learners who have attended a Grade R class • Retention rates: Grades 10-12	• Full and part time students in public FET Colleges for NC(V), N courses and occupational programmes	• Number of youths supported by the National Skills Funds, SETAs and other youth programmes • Participation in AET
Interventions	• Promoting the use of new technologies and improving infrastructure.	• To facilitate the development of a Skills Plan for every major sector in the District, as the start of a comprehensive data base on human resources supply and demand, on a spatial basis.	• Relevant life-long learning to be delivered by accessible and vibrant community-based adult education and training (AET) Centres.
Secondary Indicators	• % of schools meeting the standards of facilities benchmark.	• Further Education and Training (FET) participation rate (all institutions) FET College graduation rate.	• Number of youth, adults and women accessing skills development programmes which are explicitly designed to promote employment and income-promoting outcomes.

STRATEGIC GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT
Poverty and inequality in Zululand is reduced.

Apex Indicators:
Apex indicator 1: DGDP Adjusted Human Development Index Apex indicator 2: Absolute poverty
Apex indicator 3: Total number of crimes measured as the number of crimes reported per 100 000/population

Strategic Objectives	Poverty alleviation and social welfare	Enhancing health of communities and citizens	Enhance sustainable household food security in Zululand	Sustainable human settlements	Safety and security
	Grants and allied social welfare transfers reduce poverty in the Zululand population	*The health of the Zululand population is improved.*	*Ensure household food security in Zululand*	*Zululand households have secure residential tenure and access to basic utility services*	*The safety and security of the Zululand people and their property is improved.*
Primary Indicators	• Reduction in relative poverty	• Decrease in maternal and child mortality rates/ratios • Life expectancy at birth	• Dietary Diversity Index Hunger episodes: household member has gone hungry at least sometimes in past 12 months.	• % of district households with yard water connections • % of district households with sanitation to MIG standards, • % of district households with a source of electrical supply	• Number of contact crimes per 100,000 people registered per annum • Number of trio crimes per 100,000 people registered per annum

Interventions	• Expanding social welfare services to under-serviced areas	• Accelerate HIV and AIDS intervention programmes • Ensure equitable access to health services	• Developing infrastructure for local markets. • Support to informal economy • Skills development to support local production.	• Densification of Human Settlements • Transformation of informal settlements	• Implementation of Community Protection through Environmental Design • Strengthen partnerships: civil society, business and criminal justice system

STRATEGIC GOAL 4: STRATEGIC INFRASTRUCTURE
Strategic infrastructure provides for the social and economic growth and development needs of Zululand District Apex

Indicators: Apex indicator 1: % of fixed capital investment in relation to provincial GDP

Strategic Objectives	Development of airports	Development of road and rail networks	Development of ICT infrastructure
	The airports in Ulundi and Vryheid operate at optimal capacity	*The roads and rail networks in Zululand provide efficiently for cargo and commuter needs*	*Sufficient ICT infrastructure is available for the growth and development needs of Zululand*
Primary Indicators	• Volume of passengers through Ulundi and Vryheid airports.	• % Tonnage to Capacity Ulitization.	• ICT infrastructure established in Zululand.
Interventions	• Develop and Implement Zululand Regional Airports Strategy.	• Revitalise Branch Rail Lines. • Create additional Capacity along Primary Movement Corridors.	• ICT infrastructure nodes established in Zululand.
Secondary Indicators	• Passengers' arrivals at Ulundi and Vryheid airports.	• Volume of rail deliveries in timber industry • Improvement in secondary road maintenance.	• Number of Digital Community Hubs

STRATEGIC GOAL 5: ENVIRONMENTAL SUSTAINABILITY **Reduce global greenhouse gas emissions and create social-ecological capacity to adapt to climate Change Apex Indicators:** **Apex indicator 1: Green House Gas Emissions**			
Strategic Objectives	Increase productive use of land	Advance alternative energy generation and reduce reliance on fossil fuels	Manage pressures on biodiversity
	Land productivity sustainably improved	*Greater proportion of renewable energy used in Zululand*	*The Zululand District is able to effectively anticipate, respond to and mitigate the effects of climate change*
Primary Indicators	• Ha of land rehabilitated annually • % use of high production potential land for non-agricultural activities	• Units of energy produced commercially through alternative energy generation	• Land transformation in High-Risk Biodiversity Planning Units in Zululand.
Interventions	• Promote sustainable land use practices to preserve and enhance agricultural potential	• Programme for development of alternative energy demonstration projects	• Spatial planning, decision-support tool development and monitoring.
Secondary Indicators	• Hectares of land under active agricultural production.	• No of Alternative Energy Demonstration.	• Number of ha of priority areas for expansion of protected areas network declared.

STRATEGIC GOAL 6: GOVERNANCE AND POLICY **The population of Zululand is satisfied with the levels of government service delivery Apex** **Indicators: GApex indicator 1: Improvement in level of client satisfaction**				
Strategic Objectives	Strengthen policy, strategy coordination and IGR	Building government capacity	Eradicating fraud and corruption	Promote participative, facilitative and accountable governance
	Public expenditure is spent in accordance with coordinated policy and strategy	*Government is able to effectively and efficiently deliver infrastructure and services to the population of Zululand*	*Zululand is corruption free*	*Government listens to and is accountable to the people*
Primary Indicators	• % of public sector expenditure spent in accordance with the municipal Integrated Development Plan • % of development applications that meet time norms for processing.	• % municipal expenditure spent on capital infrastructure (new construction, maintenance and operation). • Clean Audit for Zululand.	• Decreased audit disclaimers, qualifications. • Total value of Zululand sector funds affected by fraud and corruption.	• Voter participation in municipal and provincial elections.
Interventions	• Develop an Integrated Funding and Implementation Management Framework for various funding sources (e.g. MIG, RBIG, MWIG) • Create a single window of co-ordination between the Provincial Government, Municipalities and non-government forums	• Develop an integrated HRD and professional support programme for Zululand. • Promote shared services amongst municipalities in Zululand. • Align DGDP interventions to staff performance	• Implement proactive measures to prevent fraud through establishment of a business intelligence tool and fast track disciplinary processes and effective prosecution. • Implement proactive integrity management programmes • Municipal clean audit programme implemented in	• Improve relationships between traditional councils, Zululand and provincial departments. • Develop advocacy programmes.

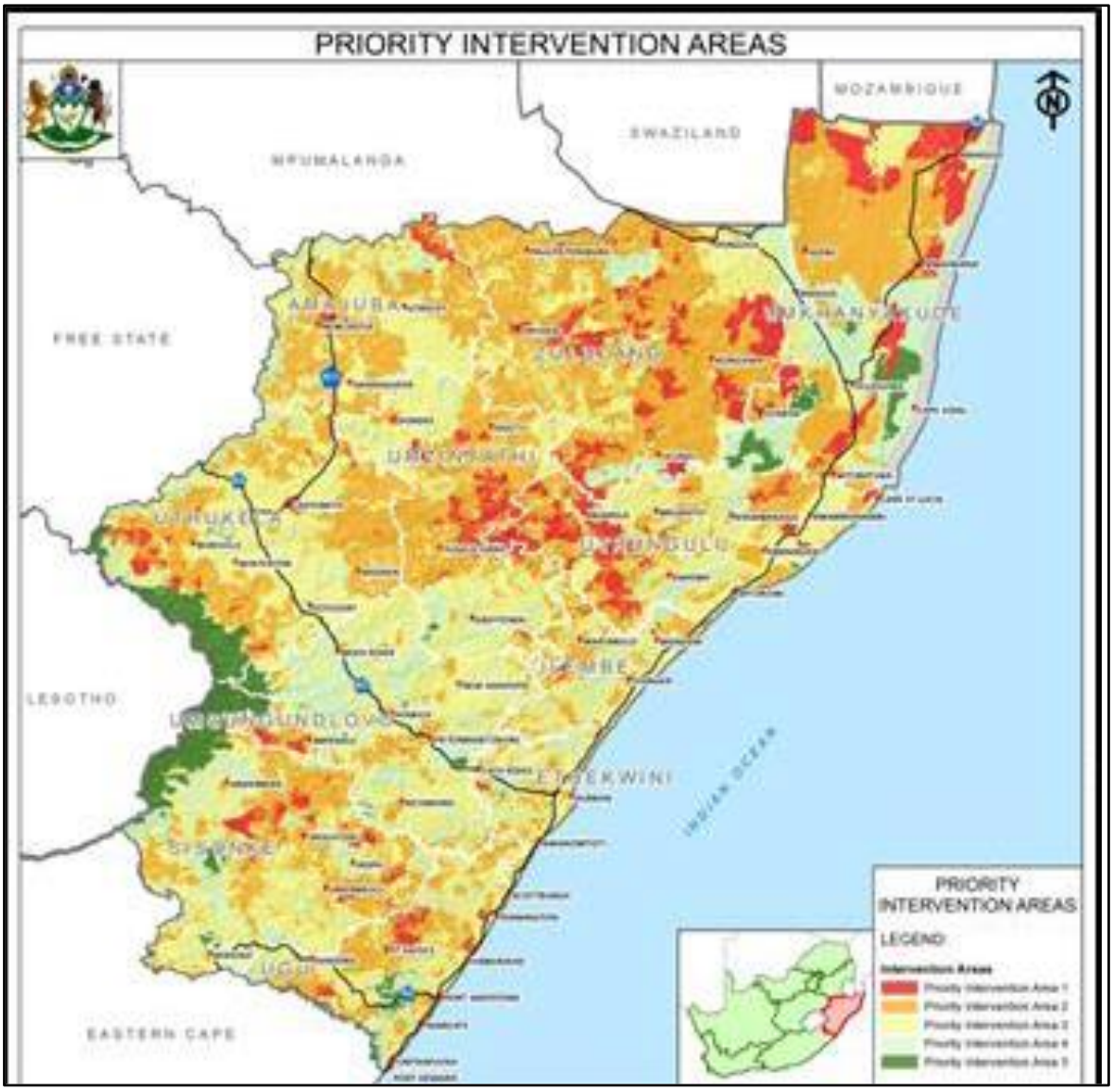
Secondary Indicators	• % increase in credibility of Integrated Development Plans in KZN • Effectiveness of the Premier's	• % of funded posts within Zululand District that is vacant for longer than 6 months.	• Number of government entities with effective contract management systems	• Develop advocacy programmes.

STRATEGIC GOAL 7: SPATIAL EQUITY **Increased spatial access to goods and services in Zululand** **Apex Indicator:** **Apex indicator 1: Improved population physical access to goods and services in Zululand as measured by the Spatial Equity / Accessibility Index**		
Strategic Objectives	Actively promote spatial concentration and co-ordination of development interventions	Effective spatial planning and land management systems are applied across the province
	Concentrate public and private investment in locations that have been selected on the basis of their developmental potential	*Effective spatial planning and land management systems are applied across the Zululand District*
Primary Indicators	• Increase in the population density resident in areas falling within designated development areas in Zululand.	• % of total provincial geographical area with Land Use Management Schemes.
Interventions	• Development of specific Corridor Plans to co-ordinate interventions along provincial corridors.	• Implementation of a hierarchy of plans
Secondary Indicators	• Provincial Nett Settlement Density • Share of Municipal Spatial Development Frameworks complying to Environmental Management Regulations.	• % of municipal wards with a ward development plan (business plans) in Zululand.

Figure 30: District Wide Projects

Name of Project	Sector	Location	Value
Establishment of Special Economic Zone – Meat Processing	Economic, Agriculture, Human Capital	District Wide	R35 million
Upgrade of Vryheid and Ulundi Airports	Economic, Infrastructure, Human Capital	Abaqulusi and Ulundi	TBD
Feasibility of an Alternative Energy source	Economic, Infrastructure, Human Capital	Ulundi	R 150 million
Aloe Processing Plant	Economic, Agriculture, Human Capital	Ulundi	R 25 million
Ngome Tea Estate	Economic, Agriculture, Human Capital	Nongoma	
Development of the Vryheid Railway Precinct Plan	Economic, Infrastructure, Human Capital	Abaqulusi	TBD
Tourism and Cultural Hub Nodal Development	Economic, Infrastructure, Human Capital , Tourism	Nongoma	R 100 million
Fast-track tarring and completion of P700 route linking Zululand and uThungulu	Economic, Infrastructure, Human Capital , Tourism	District wide	TBD
Mpungamhlophe Access Road	Economic, Infrastructure, Human Capital , Tourism	Ulundi	R 42 million
Pongolapoort Dam Development Node	Economic, Infrastructure, Human Capital , Tourism	UPhongola	R 900 million
R66 (Nongoma/oPhongolo)	Economic, Infrastructure, Human Capital , Tourism	Nongoma	TBD

Figure 30: Priority Intervention Areas



2.19. Provincial Spatial Economic Development Strategy

The Provincial Spatial Economic Development Strategy (PSEDS) recognizes that social and economic development is never evenly distributed and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. These spatial disparities have been aggravated by apartheid spatial planning. This has resulted in a disjuncture between where people live and where social and economic opportunities are concentrated. This spatial marginalization from economic opportunities of the majority of the population needs to be addressed in order to reduce poverty and

inequality and ensure shared growth. The sectors of the provincial economy identified as the drivers of growth of the province to address unemployment and poverty are the following sectors:

- Agriculture – including agri-industry;
- Industry including heavy and light industry and manufacturing;
- Tourism including domestic and foreign tourism;
- Service sector including financial, social, transport, retail and government;

The PSEDS builds on the concept of developing a comprehensive network of centres throughout the province which would support the delivery of services. In identifying the hierarchy of places existing service centres are strengthened and new or emerging service centres are developed.

2.20. Spatial Planning and Land Use Management Act No.16 Of 2013 (SPLUMA)

The purpose of the Act is to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

To provide a framework for policies, principles, norms and standards for spatial planning and land use management; To address past spatial and regulatory imbalances; To promote greater consistencies and imbalances in the uniformity application procedures and decision making by authorities responsible for land use decisions and development applications. To provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

2.20.1. SPLUMA Principles

The following principles are relevant to uPhongolo Municipality as contained in the SPLUMA (Spatial Planning and Land Use Management Act):

(a) The principle of **spatial justice**, whereby –

- past spatial and other development imbalances must be redressed through improved access to and use of land;
- spatial development frameworks and policies at all spheres of government must address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterized by widespread poverty and deprivation;
- spatial planning mechanisms, including land use schemes, must incorporate provisions that enable redress in access to land by disadvantaged communities and persons;
- land use management systems must include all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas;
- land development procedures must include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and
- a Municipal Planning Tribunal considering an application before it, may not be impeded or restricted in the exercise of its discretion solely on the ground that the value of land or property is affected by the outcome of the application.

(b) The principle of **spatial sustainability** whereby spatial planning and land use management systems must –

- Promote land development that is within the fiscal, institutional and administrative means of the Republic;
- Ensure that special consideration is given to the protection of prime and unique agricultural land;

- Uphold consistency of land use measures in accordance with environmental management instruments;
- Promote and stimulate the effective and equitable functioning of land markets;
- Consider all current and future costs to all parties for the provision of infrastructure and social services in land developments;
- Promote land development in locations that are sustainable and limit urban sprawl; and
- Result in communities that are viable.

(c) The principle of **efficiency**, whereby –

- Land development optimizes the use of existing resources and infrastructure;
- Decision-making procedures are designed to minimize negative financial, social, economic or environmental impacts; and
- Development application procedures are efficient and streamlined and timeframes are adhered to by all parties.

(d) The principle of **spatial resilience**, whereby flexibility in spatial plans, policies and land use management systems are accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks.

(e) The principle of **good administration**, whereby –

- All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act;
- All government departments must provide their sector inputs and comply with any other prescribed requirements during the preparation or amendment of spatial development frameworks;
- The requirements of any law relating to land development and land use are met timeously;

- The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, include transparent processes of public participation that afford all parties the opportunity to provide inputs on matters affecting them; and
- Policies, legislation, and procedures must be clearly set in order to inform and empower members of the public.

2.21. Inter-Governmental Relations

uPhongolo Municipality is responsible for facilitating inter-governmental relations within its area of jurisdiction. In line with the Intergovernmental Relations Framework Act, the municipality has taken upon itself to improve intergovernmental engagements to ensure that proper intergovernmental planning guides public, private and donor investment in the district.

The Municipality is part of the District Manager's Forum, a key forum for strategic alignment, coordination and integration" that serves as an inter-governmental structure where the Sector Departmental Managers in the district meet with their municipal counterparts. The relationship between the municipality and sector departments is improving. There are also inter-municipal structures (i.e. District Planning Forum; Municipal Managers' Forum) that discuss and resolve on issues cutting across all municipalities.

There are, however, grey areas on how the hierarchical inter-municipal and inter-governmental structures should cross feed into each other's programmes and be measured in terms of performance. For example, the municipality cannot hold any sector department accountable for the non-implementation of projects which are submitted for inclusion in the IDP document.

2.22. Integrated Development Planning in uPhongolo Municipality

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal council must, within a prescribed period after the start of its elected term, adopt a single, all inclusive and strategic plan for the development of the municipality, and that the plan be reviewed annually. Accordingly, uPhongolo Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five year strategic plan to guide service delivery and investment (both private and public sector) within the area.

uPhongolo Municipality IDP will serve as a strategic guide during the term of office of the current councilors (refer to Box 1). It is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within uPhongolo Municipality area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

2.23. Integrated Alignment with Government Priorities

uPhongolo Municipality strategic focus is influenced by the Sustainable Development Goals, National Development Plan, PGDS, DGDP, uPhongolo Municipal Development Goals and municipal vision which is aimed at optimum utilisation of available resources and potentials to create an enabling environment and sustainable development which promote quality of

life for all while capitalizing on our competitive advantages. The following image shows the KZN PGDS Strategic Framework.

Figure 31: Diagrammatic representation of KZN PGDS Strategic Framework

2.24. Alignment with Government Priorities

2.24.1. Sustainable Development Goals

The Sustainable Development Goals, officially known as **Transforming our world: the 2030 Agenda for Sustainable Development** is a set of 17 "Global Goals" with 169 targets between them. They were Spearheaded by the United Nations through a deliberative process involving its 194 Member States, as well as global civil society, the goals are contained in paragraph 54 United Nations Resolution A/RES/70/1 of 25 September 2015. The Resolution is a broader intergovernmental agreement that acts as the Post 2015 Development Agenda (successor to the Millennium Development Goals). The SDGs build on the Principles agreed upon under Resolution A/RES/66/288, popularly known as “The Future We Want”.

Figure 32: SDG Goals

Sustainable Development Goals (SDGs)	Alignment to uPhongolo Goals, Strategic Goals and Objectives
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	Human Resource Development and ensure compliant HR System
Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Provide access to comprehensive basic services and infrastructure
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.	Promote inclusive economic growth, development and support
Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all. Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Promote good governance and policy compliance
Goal 12: Ensure sustainable consumption and production patterns Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Achieve financial sustainability and viability
Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation Goal 13: Take urgent action to combat climate change and its impacts Goal 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Promote environmental sustainability and spatial equity

2.24.2. Government Priorities

Figure 33: National Plan Priorities

National Plan Priorities	Alignment
Create jobs	Promote inclusive economic growth, development and support
Expand infrastructure	Provide access to comprehensive basic services and infrastructure
Use resources properly	Achieve financial sustainability and viability
Inclusive planning	Promote environmental sustainability and spatial equity
Quality education	Improving Citizens Skills levels and Education
Quality healthcare	Improve Quality of Citizens Health
Build a capable state	Promote good governance and policy compliance
Fight corruption	Public Safety and Living Environment
Unite the nation	Promoting Social Cohesion

Figure 34: National Outcomes

National Outcome	Alignment
Improved Quality of basic education	Improving Citizens Skills levels and education
A long and healthy life for all South Africans	Improve Quality of citizens Health
All people in South Africa are and feel safe	Creation of Secure and Friendly City through fighting crime
Decent employment through inclusive economic growth	Job Creation through economic development
Skilled and capable workforce to support an inclusive growth path	Municipality Resourced and committed to attaining the vision and mission of the organization
An efficient, competitive and responsive infrastructure network	Efficient and Integrated infrastructure and services
Vibrant, equitable, sustainable rural communities contributing towards food security for all	Viable Economic Growth and Development
Sustainable human settlements and improved quality of household life	To promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing
Responsive, accountable, effective and efficient local government system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance

Protect and enhance our environmental assets and natural resources	To promote environmental; conservation and promotion
Create a better South Africa, a better Africa, and a better world	Promoting Social Cohesion
An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
An inclusive and responsive Social protection system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance
Nation building and social cohesion	Social Cohesion

Figure 35: Provincial Growth and Development Strategy Goals

PGDS Strategic Goals	**uPhongolo Development Goals**
Inclusive Economic Growth	Promote inclusive economic growth, development and support
Human Resource Development	Human Resource Development and ensure compliant HR System
Human and community Development	Municipality Resourced and committed to attaining the vision and mission of the organization
Strategic Infrastructure	Provide access to comprehensive basic services and infrastructure
Environmental Sustainability	Promote environmental sustainability and spatial equity
Responses to Climate Change	Promote environmental sustainability and spatial equity
Governance and Policy	Promote good governance and policy compliance
Spatial Equity	Promote environmental sustainability and spatial equity

The KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) has the purpose for the provision of strategic direction for development and planning in the Province. The following six provincial priorities that address a number of developmental challenges related to economic and social needs of the province provide the focus of the PGDS:

- Strengthening governance and service delivery;
- Integrating investments in community infrastructure;

- Sustainable economic development and job creation;
- developing human capability;
- Developing a comprehensive response to HIV/Aids; and
- Fighting poverty and protecting vulnerable groups in society

The Provincial Administration of the KwaZulu-Natal has developed a strategic plan with overarching objectives and clear outcomes to be achieved in the medium term. The vision in the strategic plan is "By 2035, the Province of KwaZulu-Natal should have maximised its position as a gateway to South and Southern Africa, as well as its human and natural resources, so creating a healthy, safe and sustainable living environment". The strategic plan sets out seven (7) strategic goals that determine policy direction and key interventions required to achieve the objectives and these are:

Figure 36: The KZN 7 Strategic Goals

NO.	PGDS Strategies Goal	Alignment thereof
1	Job Creation	Job Creation through Economic Development, Viable Economic Growth and Development
2	Human Resources Development	Municipality Resourced and committed to attaining the vision and mission of the organization
3	Human and Community Development	Municipality Resourced and committed to attaining the vision and mission of the organization
4	Strategic Infrastructure	Efficient and Integrated Infrastructure and services
5	Responses to Climate Change	To promote environmental conservation
6	Governance and policy	Democratic, responsible, transparent, objective and equitable Municipal Governance
7	Spatial Equity	Integrated Urban and Rural Development

The objectives reflect the needs and priorities of the provincial government and will be used to drive integrated and improved performance of the public sector in the KwaZulu-Natal. The strategic plan takes into account the powers and functions of the provincial government but a critical theme that links all objectives is the inclusive approach to address the challenges. Strengthened intergovernmental relations and strategic partnerships with all spheres of

government, non-governmental organisations and the private sector are critical for the successful implementation of the plan.

The Provincial Growth & Development Strategy (PGDS) is based on the following programmes:

Programme 1: Governance and Administration: A People-focused, responsive, accountable and efficient governance delivering timely and quality sustainable services.

Programme 2: Economic Development: Improve economic growth and development; increase formal jobs and enhance skills development.

Programme 3: Community and Social Infrastructure: Maintain and increase the provision of sustainable, integrated basic service infrastructure development.

Programme 4: Human Capacity Development: Improve and invest in skills and education to develop provincial Human Capacity.

Programme 5: Health & Social Support: Improve the livelihoods of the poor, reduce vulnerability to infectious diseases (especially HIV & AIDS), healthcare services, provide social safety nets and build unified, safe communities.

Programme 6: Crosscutting Priorities: HIV/AIDS and SMME development; Sustainable Environment, Human Rights, Integration, Capacity Building; Innovation and Technology; Poverty Alleviation, and Risk Management.

2.24.3. Integrated Alignment with Government Priorities

The KwaZulu-Natal Department of Co-operative Government and Traditional Affairs (KZN COGTA) has initiated a process towards the preparation of a Growth and Development Plan for Zululand District Municipality (Zululand DGDP). The purpose of this chapter is to provide a sound and credible basis for the development of the Zululand DGDP.

The objectives of the Zululand DGDP are:

- To establish and outline long term vision and direction for development in the district (vision 2030);

- To provide an overarching and coordinating framework for planning and development initiatives within each of the local municipalities and across municipal boundaries;
- To provide a spatial context and justification for priority interventions;
- To guide resource allocation of various spheres of government, service delivery agencies and private sector working within the district;
- To develop institutional arrangement for an effective implementation of the Zululand DGDP and the PGDS;
- To align and integrate departmental strategic plans at a district level; and
- To facilitate commitment of resources (human, financial, etc) towards the implementation of strategic objectives, catalytic initiatives and other district priorities.

Figure 37: Zululand DGDP

No.	DGDP	Alignment
1	Job creation	Job creation through economic Development
		Viable Economic Growth and Development
2	Human Resource Development	Municipal resource and committed to attaining the vision and mission of the Municipality
3	Human and Community Development	Municipality resourced and committed to attaining vision and mission of the Municipality
4	Strategic Infrastructure	Efficient and Integrated Infrastructure and Services
5	Response to Climate Change	To promote environmental conservation
6	Governance and policy	Democratic, responsible, transparent, objective and equitable Municipal Governance
7	Spatial Equity	Integrated Urban and Rural Development

2.24.4. Alignment with Back to Basics

The core services that local government provides - clean drinking water, sanitation, electricity, shelter, waste removal and roads - are basic human rights, essential components of the right to dignity enshrined in our Constitution and Bill of Rights. Local government (municipalities) has been a primary site for the delivery of services in South Africa since 1994.

Yet despite our delivery achievements, it is clear that much needs to be done to support, educate and where needed, enforce implementation of local government's mandate for

delivery. The transformation of the local government sector remains a priority for the current administration.

Our National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe and healthy and economically sustainable areas where citizens and people can work, live and socialise.

Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right. The Department of Cooperative Governance is tasked to build and strengthen the capability and accountability of municipalities.

The Government has enforced a back-to-basics approach for the country's 278 municipalities.

"We want every municipality in South Africa to ensure that it undertakes core basic functions as efficiently, as effectively, and as religiously as is humanly possible," said Minister Pravin Gordhan.

The Government, through the Back to Basics approach, wants to ensure that robots work, ensuring that potholes are filled, water is delivered, refuse is collected, electricity is supplied, refuse and waste management takes place in the right kind of way. Systems to allow national and provincial governments to monitor the performance of municipalities and ensure they respond to crises quicker have been put in place and will continuously be improved.

The focus is not on the fancy and the frills, but it is on the basic tasks that local government is actually there to perform within the context of this inter-governmental system. This includes making sure municipal councils meet regularly, that oversight structures are in place, and that transparency and accountability become part of everyday operations and would form part of the approach.

Key Performance Areas (5 Pillars) for the Back-to-Basics Approach:

- Basic Services: Creating decent living conditions Efficient and Integrated Infrastructure and Services
- Good Governance: Democratic, Responsible, transparent and objective and equitable municipal governance

- Public Participation: Putting People First Democratic, Responsible, transparent and objective and equitable municipal governance
- Sound Financial Management: Sound Financial and Supply Chain Management
- Building Capable Institutions and Administrations: Municipality resources and Committed to attaining the vision and mission of the organisation

Figure 38: Back-to-Basics Alignment

	Back to Basics	**Alignment**
1	Basic Services: creating decent living conditions	Efficient and Integrated, infrastructure and services
2	Good Governance	Democratic, responsible, transparent, objective and equitable Municipal Governance
3	Public participation: Putting people First	Democratic, responsible, transparent, objective and equitable Municipal Governance
4	Sound Financial Management	Sound Financial and Supply Chain Management
5	Building capable institutions and administration	Municipality resources and committed to attaining the vision and mission of the organization

The municipality will further integrate these into the municipal strategic framework, municipal Scorecard and into the SDBIP. The work plans of the relevant senior managers will reflect indicators and targets that respond to the Back to basic approach.

Forums which support the existence and functionality of the programme:

- District Technical Advisory Committee; (held Quarterly);
- Back to Basics Provincial Tasks Team (held quarterly); and
- Quarterly assessment within Municipalities.

SECTION C:
SITUATIONAL ANALYSIS

3.1. SITUATIONAL ANALYSIS

The purpose of the situational analysis is to provide an overview of the existing situation by focusing on the relevant aspects of the situation which will enable the management of the municipality to make appropriate management decisions. The Municipal Systems Act requires an assessment of the existing level of development in the municipal area, including an identification of communities which do not have access to the basic municipal services. This prescription should however be seen in the broader context of what information should be at the disposal of the municipality to enable its management to make decisions which are both strategic and practical in terms of their implementation.

The situational analysis should provide decision makers with sufficient knowledge of the nature of the priority issues and problems, existing and accessible assets and resources as well as resource limitations within their municipal area to enable them to make efficient and effective strategic decisions. This chapter provides descriptive data across a range of socio economic indicators of the Municipality. In some cases trends in the municipality have also been compared with trends at district level in order to understand these in their regional context. This is crucial as it provides the municipality and its social partners with deep insight into local socio-economic trends patterns and development challenges.

In order to produce an implementable, delivery-focused and measurable IDP, UPhongolo Municipality is following an approach that begins to embark upon crafting a long-term, sustainability strategy for the Municipality. The IDP gives the municipality an opportunity not only to measure its progress in terms of the five-year IDP (Council term), but also serves to educate the communities when it comes to identifying individual needs on a ward-based level, whilst still aligning with the goals of the broad policy environment, specifically with the focus on long-term sustainability.

The IDP sets out what the municipality aims to accomplish over a five-year period and how it will do this. It is a management tool that provides municipalities with a framework for strategic decision making.

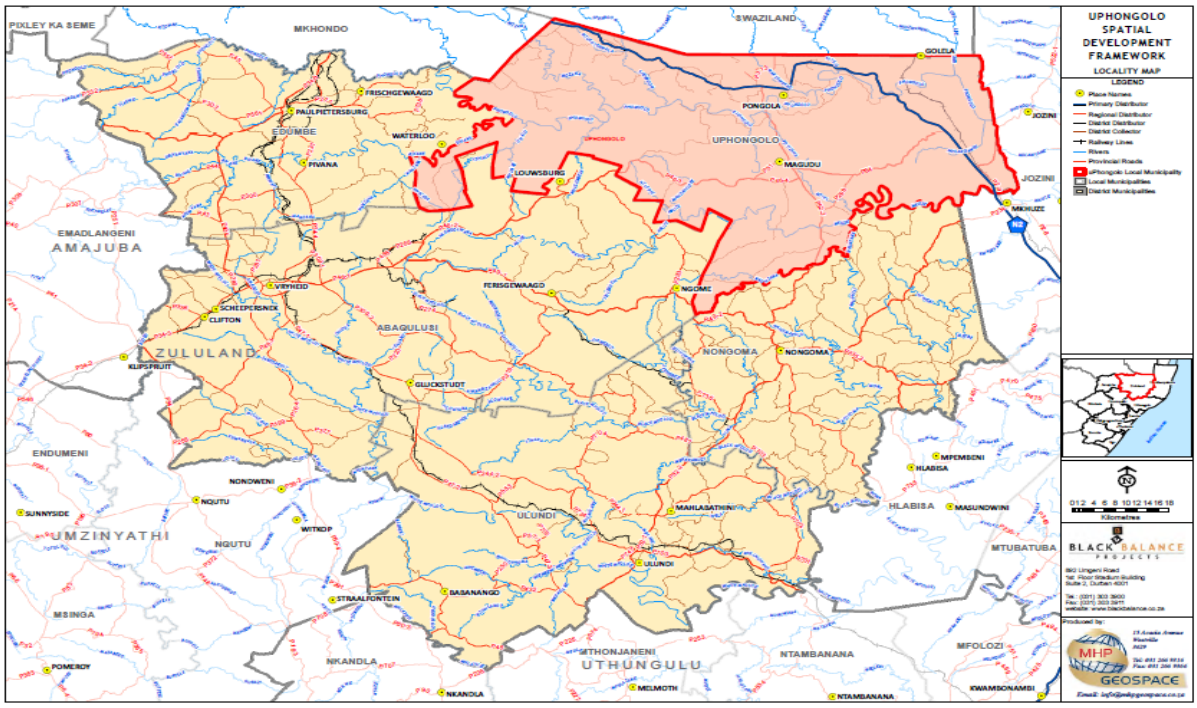
In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues have to be the focus areas for municipal, public (and private) investment for the next 5-year IDP cycle. UPhongolo Municipality establishes development strategies for this IDP cycle of the last review of the five year cycle given that their organizational functioning is well aligned to strategies. As such, this section of the IDP provides contextual information pertaining to the municipal area, consider the demographic situation in the district and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole.

3.1 Spatial Analysis

3.1.1 Uphongolo Regional Context

The uPhongolo Municipality is one of five local municipalities situated on the south-east of the District which is Zululand District Municipality (DC26) in KwaZulu Natal Province. uPhongolo Municipal area covers 3 239 KM2 and incorporates Pongola Town, Ncotshane and Belgrade, as well as areas under Traditional Councils namely, Ntshangase, Simelane, Ndlangamandla, Msibi, Sibiya and Gumbi. The population is estimated 127 238 (2011 Census) It is strategically located along the N2, adjacent to the Swaziland Border and the Mpumalanga Province. It forms part of LEBOMBO SDI Corridor as a gateway to Swaziland and Mozambique using its Golela and Onverwacht border gates.

Figure 39: uPhongolo Regional Context



Administrative Entities

UPhongolo Municipality was established on the 5 December 2000 after Demarcation process and the local Government elections of that date. As such it encompasses the town of uPhongolo, Ncotshane, Belgrade, Golela, Magudu, Sugar Mill as well as Traditional Authority Areas under Amakhosi namely; Gumbi, Ntshangase, Simelane, Ndlangamandla, sibiya and Mavuso. uPhongolo Municipality is made up of 15 wards.

In terms of section 21 of Local Government Municipal Demarcation Act 27 of 1998 the Municipal Demarcation Board has re-determined the Municipal boundaries. The Municipal landscape will therefore change after the Municipal elections in 2016. This will not only increase the population of uPhongolo Municipality but will also expand Municipal jurisdiction, this re-determination was formally gazetted by MEC in the Provincial Government Gazette No. 1042.

3.2 Demographic Profile

Key Demographic Statistics

Census 2016 and 2011 data was used in the following chapter. According to the 2001 Census data, the uPhongolo Municipality had a total population of 127 238 which increased to 141247 in 2016 and a positive growth was therefore experienced over these ten years**.**

Figure 40: Key Demographic Statistics

Indicator	**uPhongolo Municipality**
Area	3 239 km²
Population	141 247
Households	34228
Number of settlements	104
Urban areas	1 town and 4 small urban settlements
% rural population	82% (18 165 households)
% urban population	18% (3 947 households)
Gender breakdown	Males 67198
	Females 74049
Age breakdown	0 – 14 51.78% /15 – 64 43.93% /65 + 4.29%
Life expectancy	1998 65 years
	2011 48 years

Source: Stats SA – Census 2011 and Community Survey 2016

Figure 41: Gender and Age Distribution and Dependency Profile

KZN262: uPhongolo	2011		2016	
	Male	Female	Male	Female
0-4	8 838	8 962	9887	9706
5-9	8 042	8 120	9787	9458
10-14	8 155	7 910	9202	9245
15-19	7 961	7 897	9526	9008
20-24	6 380	7 087	7728	8200
25-29	4 997	5 766	6146	6946
30-34	3 354	3 894	4329	4848
35-39	2 615	3 192	2558	2822
40-44	2 021	2 793	1866	2658
45-49	1 635	2 554	1388	2178
50-54	1 665	2 318	1122	1799
55-59	1 315	1 873	1288	1867
60-64	970	1 467	741	1626
65-69	613	992	666	1223
70-74	538	1 022	488	957
75-79	263	685	224	643
80-84	184	573	144	323
85+	182	406	109	541
Total	59 728	67 510	67198	74049

Source : Stats SA – Community Survey, 2016

Education Profile

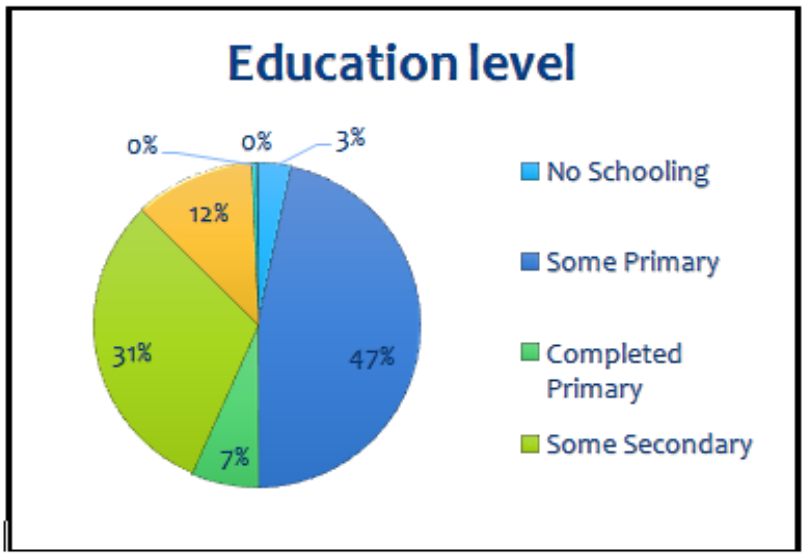
Comparisons between Censuses 1996 and 2011 as well as Community Survey 2007 reveals that up to age 12 years there was an increase between 1996 and 2011 in the percentage attending an educational institution, but from age 13 years and older the proportion decreased. On the other hand, CS 2007 shows an increase up to age 17 with steep increase between the ages 5 and 6. However the percentage for those 18 years and older the

proportion decreased. Overall high attendance rates for persons 16 years and younger is evident.

Figure 42: Highest Education Level

Highest Education Level	
Group	Percentage
No Schooling	3.30%
Some Primary	46.60%
Completed Primary	6.60%
Some Secondary	31%
Completed Secondary	11.80%
Higher Education	0.50%
Not Applicable	0.10%

Figure 43: Education Levels



Source: Stats SA – Census 2011

Figure 44: Population Distribution by School Attendance

Municipality	**1996**			**2001**			**2011**		
UPhongolo	Male	Female	Total	Male	Female	Total	Male	Female	Total
Attending	16 946	17 703	34 649	22 050	21 578	43 627	22 510	21 445	43 954
Not attending	6 435	7 764	14 199	7 568	9 121	16 689	6 977	8 393	15 370
Total	23 381	25 467	48 848	29 618	30 699	60 316	29 487	29 837	59 324

Source : Stats SA – Census 2011

Labour Profiles

Refer to section-A-on Economic Profile

Situational Analysis Official Data Sources

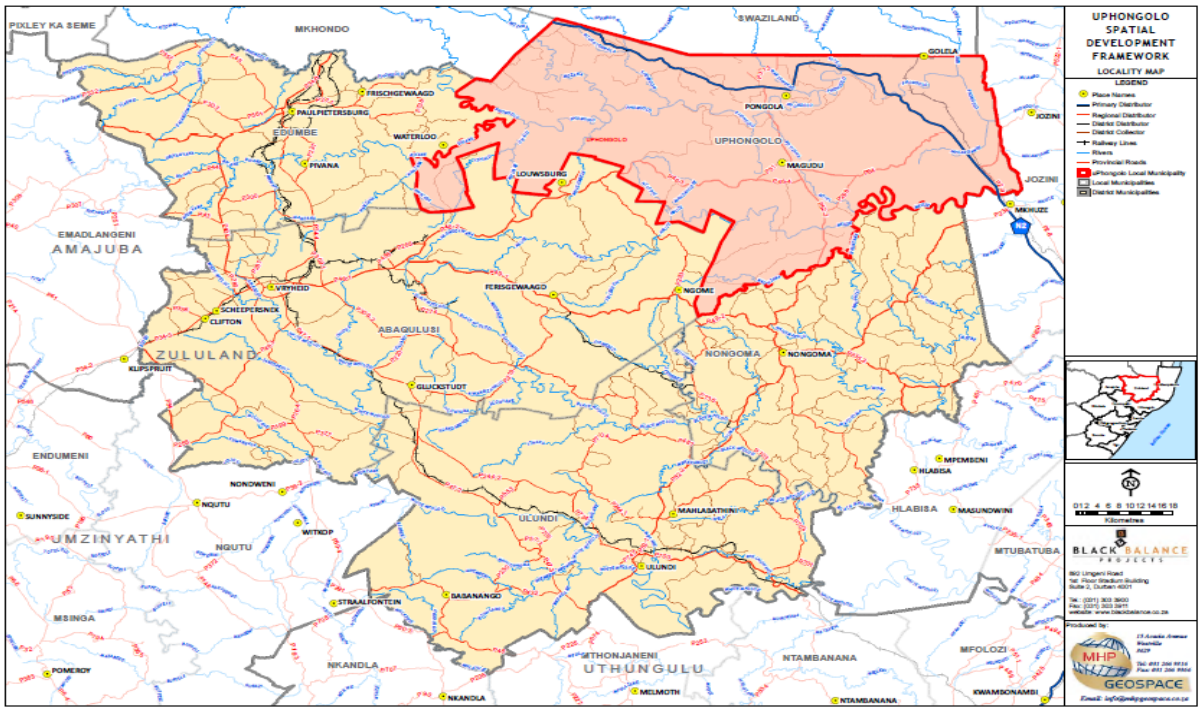
The municipality's demographic characteristics including spatial distribution of population, graphically presented through graphs and maps. The situational analysis data used is an official data obtained from Stats SA, Census 2011 and 2016 community survey.

3.3 Cross Cutting Issues

3.3.1 Regional Context

The uPhongolo Municipality is one of five local municipalities situated on the south-east of the District which is Zululand District Municipality (DC26) in KwaZulu-Natal Province. uPhongolo Municipal area covers 3 239 KM2 and incorporates Pongola Town, Ncotshane and Belgrade, as well as areas under Traditional Councils namely, Ntshangase, Simelane, Ndlangamandla, Msibi, Sibiya and Gumbi. The population is estimated 127 238(2011 Census) It is strategically located along the N2, adjacent to the Swaziland Border and the Mpumalanga Province. It forms part of LEBOMBO SDI Corridor as a gateway to Swaziland and Mozambique using its Golela and Onverwacht border gates.

Figure 45: uPhongolo in a Regional Context



3.4 Environmental Analysis

Biodiversity

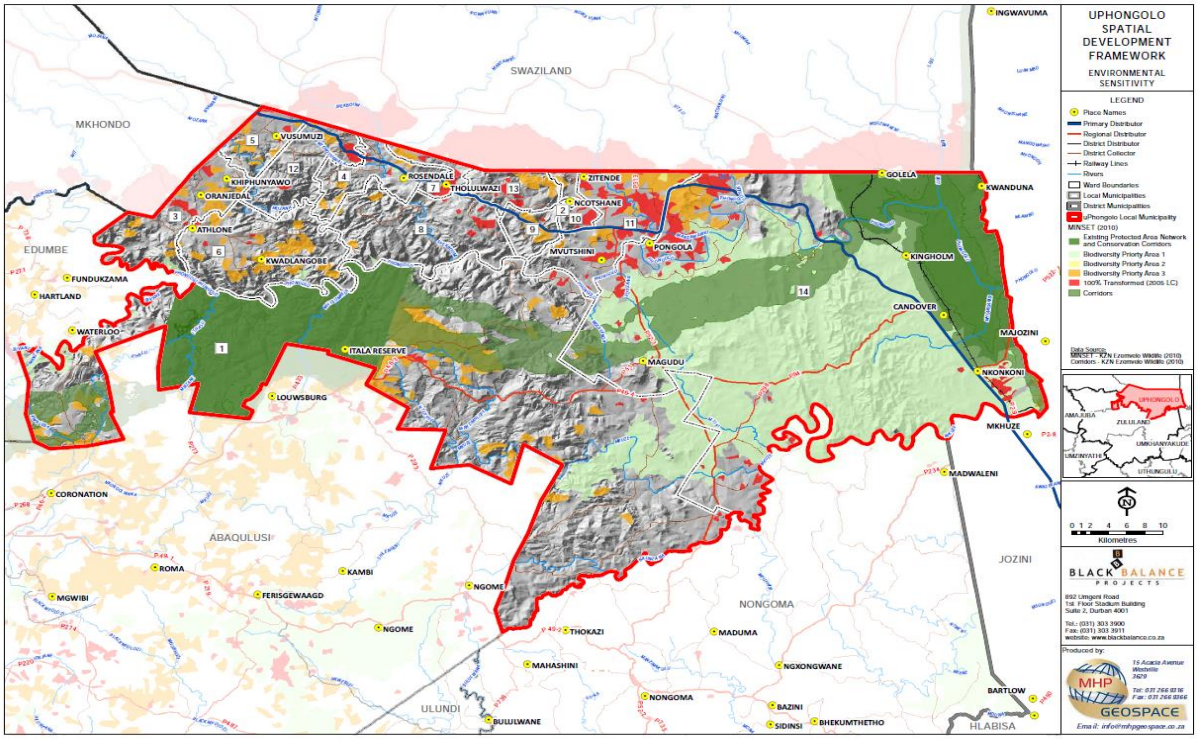
uPhongolo Municipality has a number of environmental sensitive areas, of which two are formally protected. Ithala Game Reserve is located on the south western boundary of the municipality directly South of the Phongolo River. Pongola poort dam is situated on the eastern boundary of the Municipality.

The environmental Conservation corridor as identified by the KwaZulu-Natal Spatial Development Framework is clearly visible and traversing the municipality in an east west direction. The main areas where sugar cane production takes place is classified as 100% transformed or classified as areas with no sensitivity (Priority Area 3).

Biodiversity Priority 1 Areas are mainly concentrated in the eastern side of the municipality, between the R66 and the Pongola Poort Dam. A very limited number of small Priority 1 Biodiversity Area pockets are situated adjacent the Ithala Game Reserve and the eDumbe LM Boundary.

Biodiversity Priority Area 3 is scattered throughout the municipality area and is situated mainly on the western boundary the Ithala Reserve and surrounding the areas of Kwadlangobe, and Oranjeldal. Areas to the north west of Pongola, where sugarcane farming is taking place, has also a large concentration of Priority Biodiversity 3 areas. No Biodiversity Priority 2 areas are observed.

Figure 46: uPhongolo Environmental Sensitivity



Hydrology

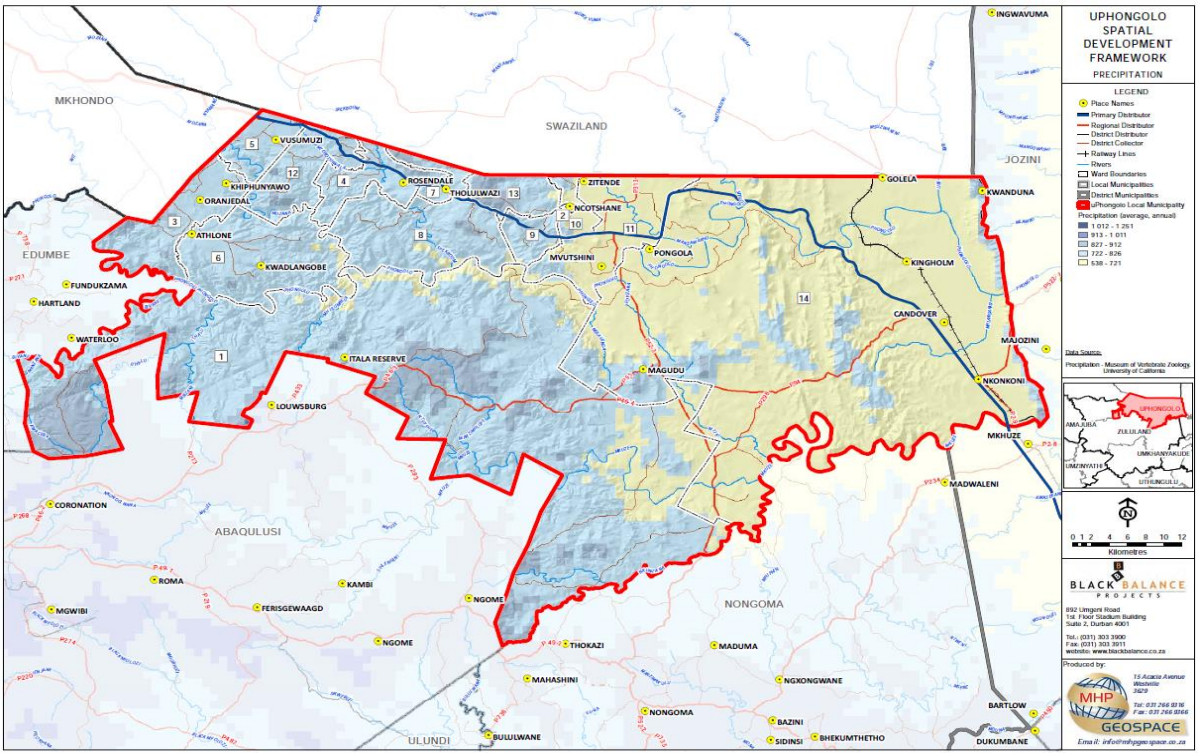
The uPhongolo Municipality has a mixture of two “precipitation sectors” which is linked to the varying topography within the Municipal area. On average the two sectors average between 722 to 826mm per annum and 538 to 721mm per annum. Selected pockets have a higher average precipitation of 913 to 1011mm per annum.

It is evident from the map that the mountainous areas situated to the west of the municipality have higher precipitation levels, thus play an important role in feeding uPhongolo and Mkuze Rivers. Catchments are the areas of land where rainwater drains downhill into a body of

water, such as a river, lake or dam. The drainage basin includes both the streams and rivers that convey the water as well as the land surfaces from which water drains into those channels and is separated from adjacent basins by a catchment divide. Ecological aspects need to be taken into account when considering Catchment Areas/Drainage Basins. Water that is accumulated within the catchment areas, flows to water bodies namely rivers and dams which is ultimately utilised to provide potable water for household purposes.

Subsequently it is necessary to consider the possible impacts from specific land uses (settlements and agriculture) on the quality of water. This will further provide a clue as to where sanitation services are more desperately required to prevent contamination of water sources by cholera for example. In cases where large scale agricultural activity can have a negative impact on the quality of water it is necessary to limit the use of pesticides. The table below comprises of the rivers and dams that exist within the uPhongolo Municipality.

Figure 47: uPhongolo Precipitation



Strategic Environmental Assessment

It is critical for the development of a sustainable Spatial Development Framework to identify environmentally sensitive areas in order to direct and manage intensive development away from such areas. The uPhongolo Spatial Development Framework considers both formally registered conservation areas as well as additional potential/future conservation worthy areas, classified as Critical Biodiversity 1 Areas.

Phongolo and Mkuze River including tributaries. A conceptual buffer of 40m from centreline was utilised, which allows for an estimated 15m width of a river and then includes the 30m buffer area.

Areas Prone to Soil Erosion

Wetlands & Dams in excess of 1 Ha with a 30m buffer around the boundary. Areas identified as Biodiversity Priority 1 Areas. MinSet Data as Overlain on the Conservation Criteria Map, Depicting Mandatory Reserve Areas.
The above environmental features have been protected within formal reserves, Riverine Areas, as well as the proposed "Eco Tourism" area, which is aimed at balancing the need for agricultural and conservation activities in a specific region.

3.5 Structuring Elements

Spatial Issues

- The uPhongolo Integrated Development Plan depicts a number of challenges related to a number of aspects that has spatial manifestations. Protecting the natural environment and resources, the natural environment forms one of the most important resources of the municipality, providing the basis for agriculture and tourism development as well as a functioning and attractive landscape;
- Maximising and coordinating the tourism and recreation potential, while the municipality accommodates an existing series of tourism attractions, there is scope for a better utilisation of opportunities, whereby it needs to be ensured that such development is not detrimental to the natural environment, is in accordance with the

image of the tourism features of the municipality, and that the various initiatives are coordinated with each other;

- Linking access and development, different levels of development should be related to the different levels of accessibility, e.g. development requiring high levels of accessibility and visibility should be located in proximity of primary access corridors etc., the access hierarchy therefore provides one element in the structuring of development in the municipality;
- Utilising linkages to surrounding opportunities, the municipality is located in proximity of a wide range of existing and potential developments outside its boundaries, potentials emanating from this location needs to be utilized;
- Integrating traditional settlement areas, there is a need to better integrate the traditional settlement areas into the functioning of the municipality in terms of social, economic and institutional development ensuring that the communities benefit from improved development without losing their particular unique background;
- Facilitating economic development, ensuring that all sectors and communities of the municipality form part of and contribute their particular abilities to the economic development of the area; and
- Facilitating social development, ensuring the provision of adequate social amenities and facilitating social integration.

3.6 Agriculture

The agricultural sector employs more people than any other sector in uPhongolo Municipality. It impacts significantly on employment, income generation, economic linkages, land tenure and land reform and environmental considerations in the area. The most predominant activities are sugarcane farming and gaming.

The current agricultural products being exported are sugar cane, vegetables, citrus fruit and game. Value adding for sugar cane is undertaken locally as there a sugar mill in existence. A local maize mill by the local farmers and an agri-park proposed by Rural Development Department will also form a good value chain to benefit SMMEs and Co-ops. Municipality's

LED is directly involved in assisting Co-ops and SMMEs to take advantage of these opportunities. There is also potential for production of bio-fuel in the area.

Land rated above moderate in terms of agricultural potential is very limited for the whole municipal area. Agricultural potential for Pongola Valley is high due to the availability of water for irrigation purposes. This is evidently seen by existence of commercial farms producing sugar and vegetables in these areas. Agricultural production outside of these areas are limited to stock and game farming.

The land in the north western part of the municipality falls under Ingonyama Trust and is densely populated by traditional communities that are practicing subsistence farming. A small-scale sugar production project was established in 1999 after the construction of Bivane Dam.

3.7 Settlement Pattern

Average Household Size

According to the ZDM's Household analysis the Municipality has an average household size of 6.76. This figure indicates the actual situation in the municipal area and is much more correct than the STATSSA figures. The average household size of the uPhongolo Municipality according to STATSSA was calculated by subdivision of the population figures with the number of households recorded. The average household size is therefore is 4 persons per household. This has also a huge influence on service delivery due to the impact on infrastructure services design parameters and actual provision.

Figure 48: Table: Household Size

Municipality	Total household population			Number of households			Average household size		
UPhongolo	1996	2001	2011	1996	2001	2011	1996	2001	2011
Total	97 372	115 384	125 197	15 967	24 814	28 772	6.1	4.6	4.4

Source: Stats SA – Census 2011

Household Dwelling Type

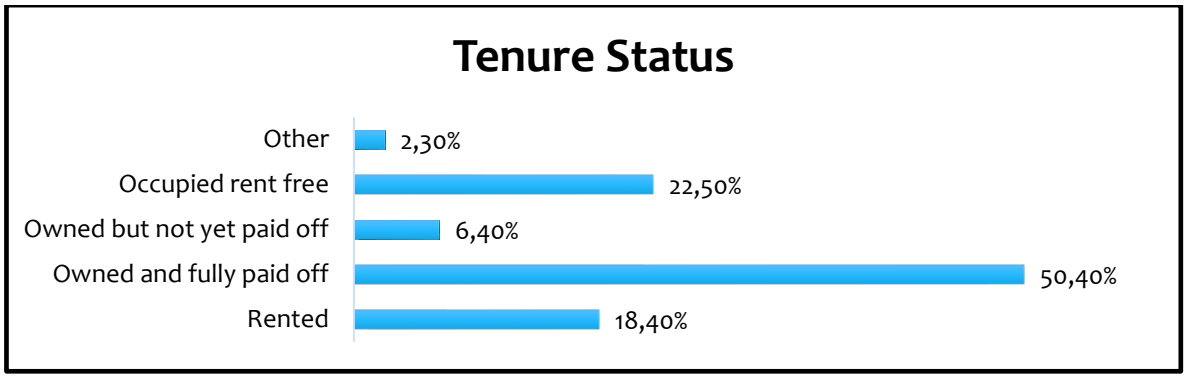
Figure 49: Household Dwelling Type

Municipality	Formal Dwelling			Informal Dwelling			Traditional Dwelling		
UPhongolo	1996	2001	2011	1996	2001	2011	1996	2001	2011
Total	8 371	16 331	24 013	313	398	342	7 121	8 011	4 115

Source: Stats SA – Census 2011

Tenure Status

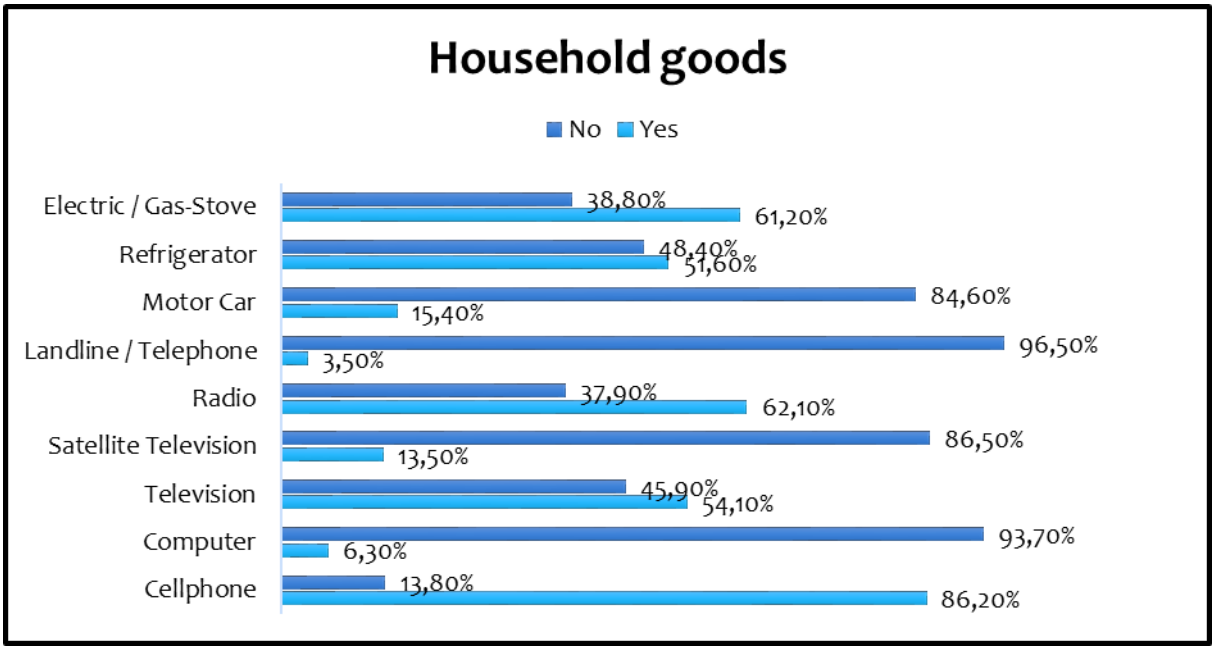
Figure 50: Tenure Status



Source: Stats SA – Census 2011

Household Goods

Figure 51: Household Goods



Household Headed by Females

Figure 52: Female Headed Households Figures

Municipality	No. of household headed by a woman			Number of households			% of female headed households		
UPhongolo	1996	2001	2011	1996	2001	2011	1996	2001	2011
Total	7 114	12 151	13 993	15 967	24 814	28 772	44.6	49.0	48.6

Source: Stats SA – Census 2011

Household Headed by Children

Figure 53: Child Headed Households

Municipality	No. of households headed by Children			Number of households			% of households headed by children		
UPhongolo	1996	2001	2011	1996	2001	2011	1996	2001	2011
Total	172	429	475	15 967	24 814	28 772	1.1	1.7	1.7

Source: Stats SA – Census 2011

3.7.1 Existing Land Use Patterns

Land Cover and Broad Land Uses

Figure 54: Land Cover

Commercial Crops Dry land	Degraded Grassland	Rural Dwellings
Commercial Crops Irrigated	Dense Bush	Sugarcane – Commercial
Bushland	Grassland	Sugarcane – Emerging Farmer
Degraded Bushland	Grassland/ Bush Clumps Mix	Subsistence – Rural
Degraded Forest	Permanent Orchards Irrigated	Urban
Degraded Grassland	Permanent Orchards Dryland	Water (Natural)
Old Cultivated fields (Bushland)	Plantation	Wetlands
Old Cultivated fields (Grassland)	Plantation Clear-felled	Woodland

From the above land cover, six main elements are visible within the Municipal area, namely urban areas, rural settlements and subsistence farming, woodlands, grasslands and commercial sugarcane. The urban areas are situated around Pongola Town and stretches northwards along the N2. Smaller pockets of densely populated "urban areas" are situated along major transport routes, but they are also scattered throughout the municipality at localities such as Ncotshane, Vusumuzi and Khiphunyawo. The remainder of the settlements are characterised by rural dwellings.

These settlements include areas such as Athlone and Kwadlangobe in the western areas, Magudu and Candover south and south east of Pongola Town, and KwaNduna and Golela on the north eastern boundary of the municipality. Large areas of woodlands are situated on the evenly sloped areas on the north eastern boundary of uPhongolo. This area stretches from the Majozi surroundings (east) to Magudu (South of N2).

Subsistence farming is scattered throughout the municipal area, but more densely situated in close proximity to the rural settlement areas. The highest concentrations of subsistence farming are found near the settlements of Tholulwazi, Oranjedal and Athlone, with scattered subsistence farming activities around Rosendale.

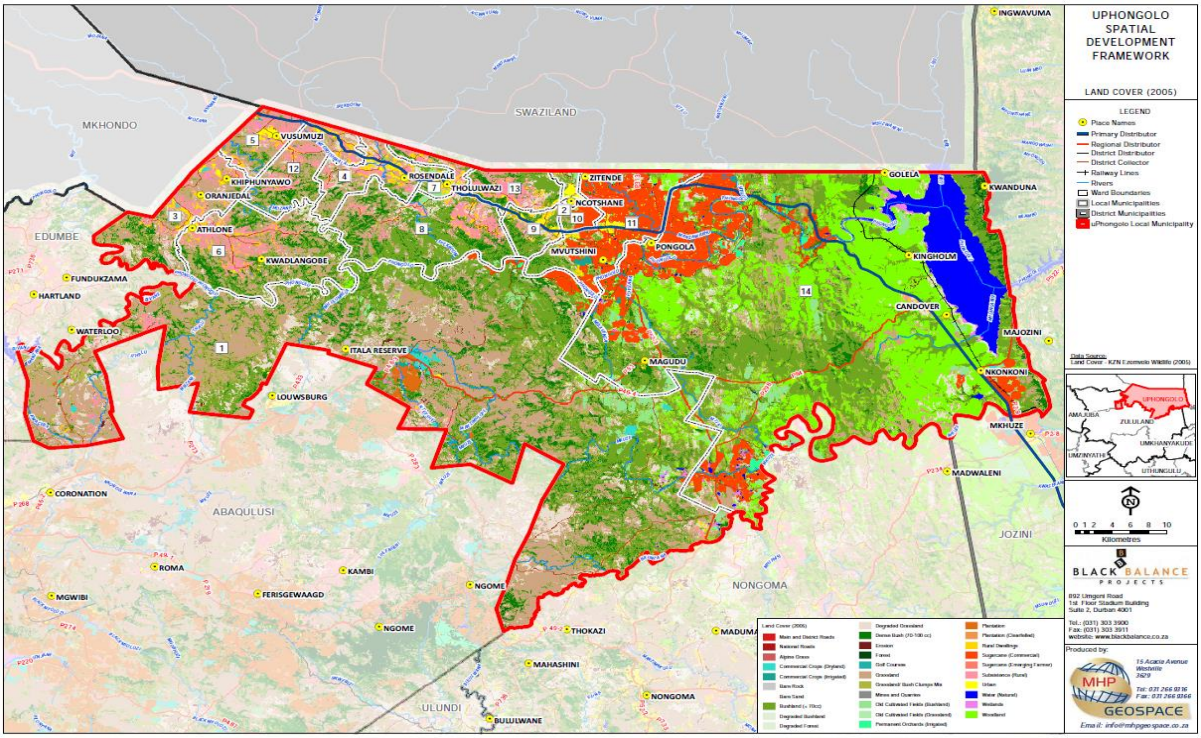
Grasslands are scattered throughout the municipal area, although the lack of other activities and vegetation types makes this the main land cover category in the south western areas around Ithala Reserve and Waterloo. Plantations are located in the south western parts of the municipality, and mainly grouped south of Ithala Reserve.

The area in the east of Magudu is characterised by bushlands, whilst the northern parts of the municipal area have a high concentration of commercial sugarcane groupings situated north from Zithende surroundings (north) to all around the Pongola Town. Agriculture: largely located in flat topographic conditions in river valleys, in particular east of Pongola, much of activities consist of commercial sugar cane and vegetable farming. A level of subsistence farming forms an integral part of the traditional settlement areas. Tourism and Nature Reserves: one of the main economic activities in the municipality extending over much of the

municipality. There exist a series of additional opportunities, such development must however be based on an appropriate protection, management and utilization of the substantial natural resources of the municipality and an appropriate co-ordination of the tourism/recreation activities.

uPhongolo Land Cover

Figure 55: uPhongolo Land Cover



3.7.2 Grazing Land

Grazing land occurs in the form of large tracks of vacant land located between different settlements.

3.7.3 Conservation And Tourism

The N2 National road corridor passes through uPhongolo municipal area as a national link between Gauteng, Richards Bay and Durban. It also connects with Swaziland just to the north of the municipal area.

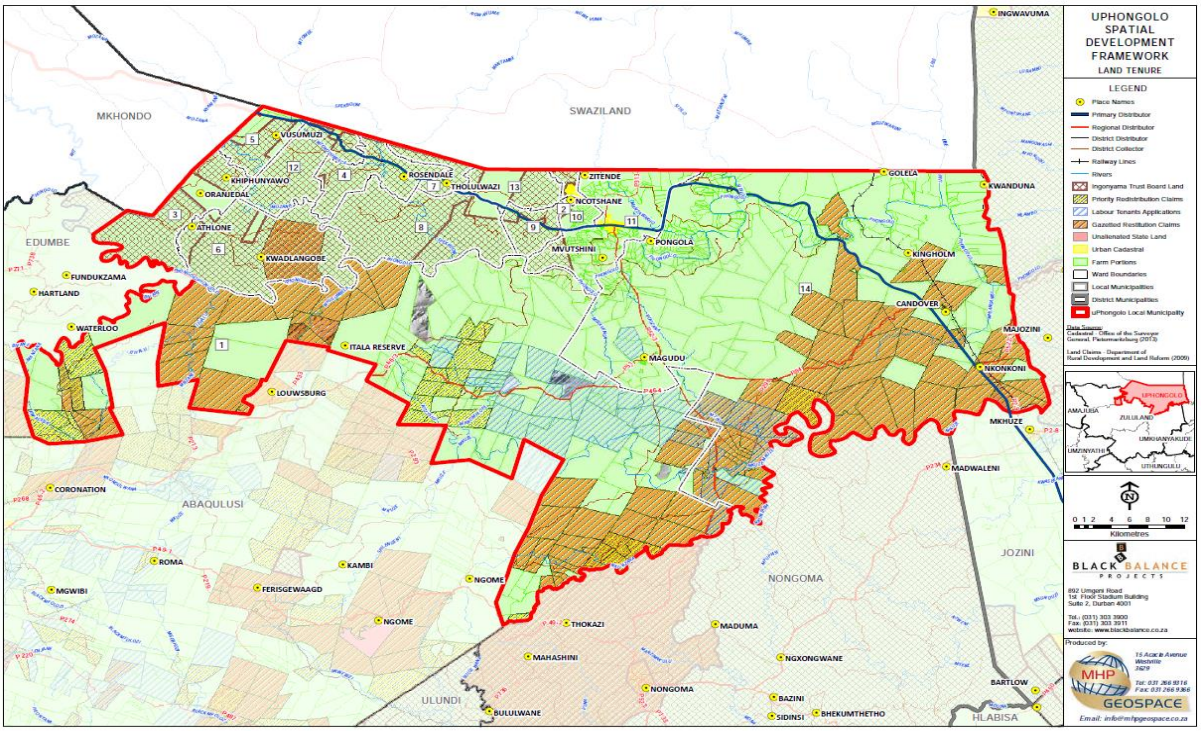
Natural beauty, existence of tourism related development, and future tourism development potential within the municipal area are the main attributes. These attributes are putting the municipal area at an excellent position to reap the benefits of an intensive tourism programme.

3.7.4 Land Ownership

The larger north western part of uPhongolo Municipality is managed by Tribal Authorities, whilst the eastern part of the Municipality consists of privately owned farms. Only a few areas have official cadastral boundaries and include Pongola Town and Ncotshane. The settlements not situated within the area of a Tribal Council include Magudu, Candover, Nkonkoni, Kingholm and Ithala Reserve.

uPhongolo Land Tenure

Figure 56: uPhongolo Land Tenure



3.8 Land Reform

Much of the land in the municipality is in the ownership of three categories of land owners, i.e. state, private individuals and Ingonyama Trust.

State-owned land consists of land in the ownership of the local municipality and various provincial and national departments. The extent and location of formal nature conservation areas are in this context of significance. Much of the traditional settlement areas are in the ownership of the Ingonyama Trust and this has, in particular in the past, limited external investment in the areas. The majority of the land is held by private companies and individuals being used for agricultural purposes and nature and game experiences. Various trusts and traditional authorities have benefited from the land restitution process and green fund by both Department of Rural Development & Land Reform and Dept. Agriculture & environmental affairs especially in ward 1, ward 14 and part of ward 10 e.g. Inkunzana trust, Somkhanda game reserve, Ntshangase Traditional authorities to name but few.

3.9 Land Capability

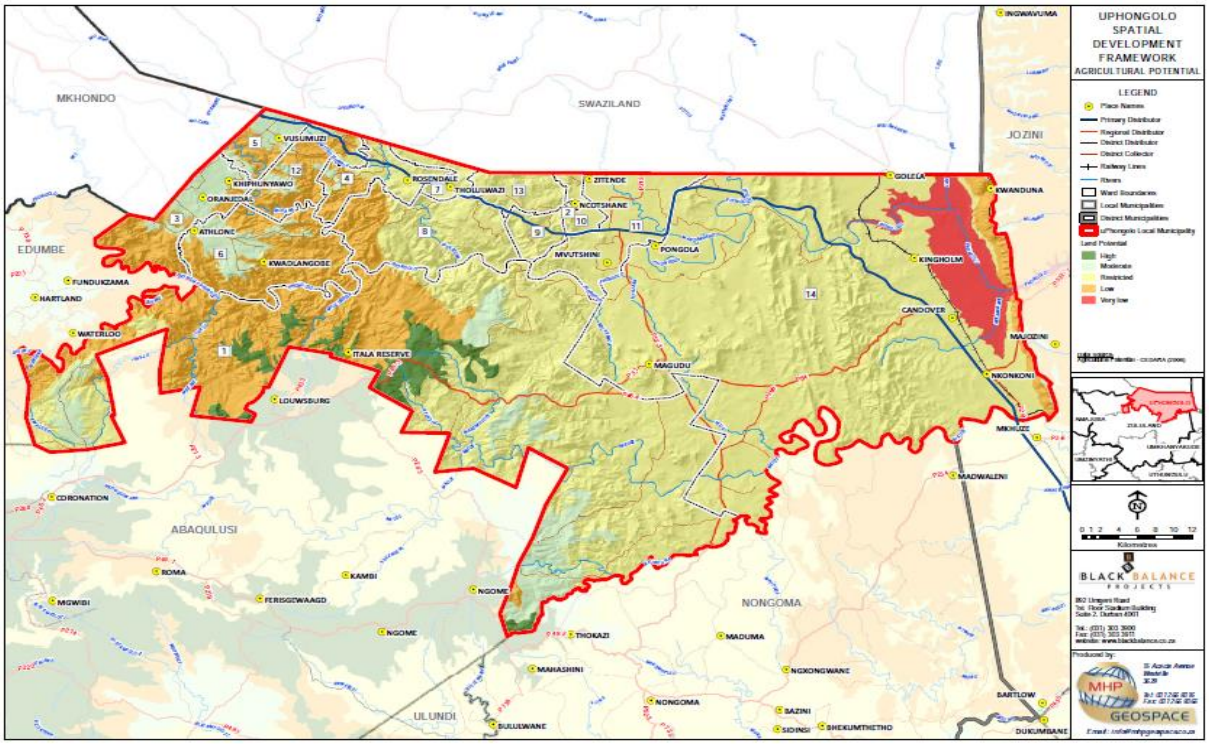
Large areas of the municipality have land which falls in the high to moderate potential class. The soil quality and climate lends itself to intensive agricultural practices in most of these areas. The overall soil pattern in the study area has been strongly influenced by two dominant soil forming factors namely climate and parent material.

In the higher rainfall areas above 800 mm per annum like the Elandsberg scarp and the Makateeskop plateau the soils tend to be deep, well-drained, fine-textured and leached with somewhat sandier textures where derived from sandstone or granite but more clayey where formed from dolerite. In terms of the South African Soil Classification system the most common soils are those of the Clovelly and Hutton forms in gently-sloping upland areas with Glenrosa soils on steeper slopes and Katspruit or Cartref soils in wetlands and depressions.

Most upland soils on the Makateeskop plateau and the Upper Pongola and Bivane valleys are high potential arable soils being generally deep and well-drained with good physical properties. Chemically, however, these soils tend to be leached, due to the high rainfall, and therefore acid and low in plant nutrients. They may consequently need to be limed and to have their nutrient status built up by

appropriate fertilizer treatments. When this is done they are highly productive cropping soils. In the drier areas, where mean annual rainfall is below 800 mm, the soils are generally shallower and less leached, often with strongly structured subsoils of poor permeability.

Figure 57: uPhongolo Capability



3.10 Settlements

The Municipality will undertake the development of sustainable human settlements with broader spatial restructuring framework, incorporating the principles of the National Spatial Development Plan, and the National Urban Strategy. The Municipality has Housing Sector Plan which is a working document that guides all other role players to set in motion the process of housing delivery that will be able to:

Quantify the housing needs:

- Identify the structures that need to be created to effectively address the housing need.
- Identify housing projects, linked to actual needs, available resources and responsibilities of relevant role-players.

- Set in motion the process of effective housing delivery.

The Municipality has and will put into considerations the objectives of the Comprehensive Plan for the Development of Sustainable Human Settlements and the Guidelines for the Implementation of Labour-Intensive Infrastructure Projects under the Expanded Public Works Programme (EPWP) in all its Human Settlements projects.

3.11 Development Nodes

3.11.1 Development Nodes

The SDF indicates three levels of development nodes, i.e.:

PRIMARY DEVELOPMENT NODE, consisting of Pongola as the municipal center, envisaged to accommodate activities and facilities serving the entire municipality, see also separate detail explorations,

SECONDARY DEVELOPMENT NODE, consisting of Belgrade and a node halfway between Belgrade and Pongola, envisaged to serve the surrounding region and making usage of their location along the N2, see also separate detail explorations,

TERTIARY DEVELOPMENT NODE, strictly local service node serving the surrounding communities, mostly based on a collection of existing local facilities and activities, see also separate detail explorations.

3.11.2 Development Corridors

The SDF provides indication of three levels of access hierarchy, i.e.:

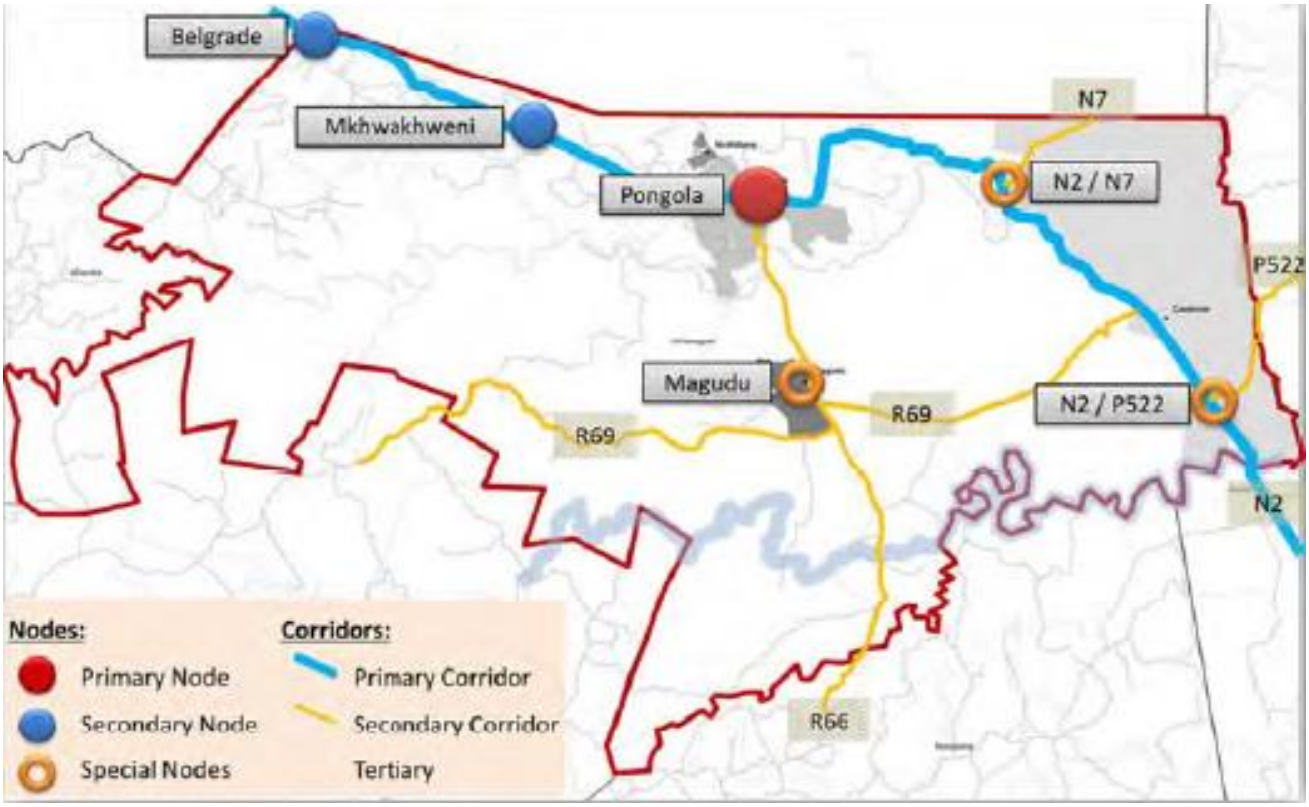
PRIMARY CORRIDOR, consisting of the N2, providing the highest level of internal and external linkage and visibility, potential location of major development components serving the entire municipality including the primary centre, location of urban development, where appropriate development should initially be clustered around interceptor points,

SECONDARY CORRIDOR, consisting of the P522 from the N2 to Jozini and beyond, the P46 from the N2 in the east to Magudu and Louwsburg in the west, the P52 from Pongola to Ulundi and the road from Pongola to Swaziland, providing major internal and external linkage, potential location for secondary and tertiary nodes, substantial development components requiring good access,

TERTIARY CORRIDOR, consisting largely of local access roads providing location for tertiary and local development.

Nodal Analysis

Figure 58: Nodal Analysis



Development Corridor

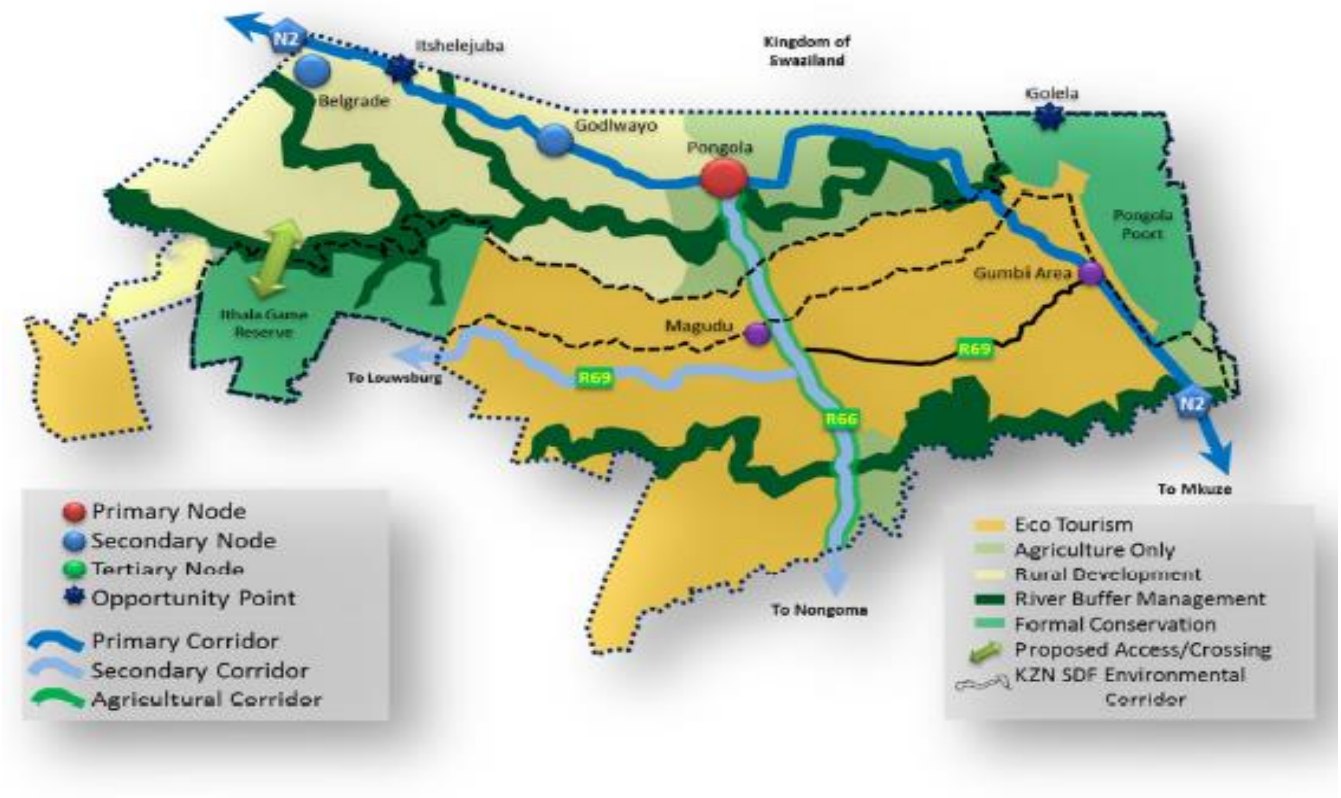


Figure 59: Development Corridor

3.12 Spatial And Environmental SWOT Analysis

Figure 60: Table Showing Spatial and Environmental Analysis

Strengths	**Weaknesses**
▪ Availability of DPSS staff for additional support and capacity to help eradicate backlogs; ▪ Availability of GIS Unit ▪ Council approved urban component of scheme; ▪ Appointment of an environmental officer; ▪ Good climate conditions; ▪ SPLUMA By-laws in place and gazetted.	▪ LUMS that cover Township is still in draft. ▪ Unavailability of wall-to-wall scheme ▪ The condition of a Land fill site is not in compliance with the license conditions ▪ Lack of capacity to adequately handle all kinds of disaster related incidents
Opportunities	**Threats**

▪ Strategic, Spatial & Geographical location of the Municipality (South Africa and Swaziland and Mozambique ▪ Formalization and upgrading of rural areas	▪ Unavailability of land for cemeteries ▪ Illegal developments ▪ Informal and illegal dumping ▪ Strategic environmental assessment not in place ▪ Municipal Planning Tribunal not in place

Uphongolo Municipality Disaster Management Plan

April 2019 "Disaster Management is Everybody's Business"

Introduction

The municipal Integrated Development Plans (IDPs) are reviewed and updated annually to ensure relevance. Each unit, sector or municipal entity is required to give its input to a broader IDP to be implemented during a particular financial year in terms of planned programmes, targets and the budget thereof. Hence this document outlines the input from the uPhongolo Disaster Management Section, mainly focusing on Disaster Risk Reduction (DRR) programmes and strategies planned for the financial year 2019/2020, as well as the response and recovery mechanisms.

Background and Legislative Mandate

Section 53 of Disaster Management Act No. 57 of 2002 "DM Act" requires each municipality to prepare a **Disaster Management Plan** according to the circumstances prevailing in its area. Besides requirements of the DM Act, Section 26 (g) of the Municipal System Act No. 32 of 2000 also requires Municipal Disaster Management Plans to form an integral part of the municipality's **Integrated Development Plan (IDP)**.

The Disaster Management Act No. 57 of 2002 requires the uPhongolo Disaster Management Section to take the following actions:

- To prepare a Municipal Disaster Management Plan for its area according to the circumstances prevailing in the area and incorporating all municipal entities as well as external role-players;
- To co-ordinate and align the implementation of its Municipal Disaster Risk Management Plan with those of other organs of state, institutional and any other relevant role-players; and
- To regularly review and update its Municipal Disaster Management Plan (refer to Disaster Management Act No. 57 of 2002 - Section 48).

The Municipal Disaster Risk Management Sector Plan should:

- Form an integral part of the municipal IDP so that disaster risk reduction activities can be incorporated into its developmental initiatives,
- Anticipate the likely types of incidents or disasters that might occur in the municipal area and their possible effects,
- Identify the communities at risk,
- Provide for appropriate prevention, risk reduction and mitigation strategies,
- Identify and address weaknesses in capacity to deal with possible disasters,
- Facilitate maximum emergency preparedness,
- Establish the operational concepts and procedures associated with day-to-day operational response to emergencies by municipal Departments and other entities. These Standard Operation Procedures (SOPs) will also form the basis for a comprehensive disaster response.
- Incorporate all special Hazard / Risk-specific and Departmental Plans and any related emergency procedures that are to be used in the event of an incident or disaster. These will provide for:

a) The allocation of responsibilities to the various role players and co-ordination in the carrying out of those responsibilities;
b) Prompt disaster response and relief;
c) Disaster recovery and rehabilitation focused on risk elimination or mitigation;
d) The procurement of essential goods and services;
e) The establishment of strategic communication links;
f) The dissemination of information.

The Municipal Disaster Management Sector Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act No. 57 of 2002 and Disaster Risk Management Policy Framework of 2005, as well as the related provisions of the Municipal Systems Act No. 32 of 2000.

The identified disaster risk reduction activities must be integrated and aligned with the main activities contained in the municipal IDP. Hence the purpose of this Disaster Management Sector Plan is to outline approach and procedures for an integrated and co-ordinated disaster risk management that focuses on:

- Preventing or reducing the risk of disasters;
- Mitigating the severity of disasters;
- Emergency preparedness;
- Rapid and effective response to disasters; and
- Post-disaster recovery.

This Disaster Risk Management Sector Plan is intended to facilitate multi-departmental, multi-agency and multi-jurisdictional co-ordination in both disaster and disaster risk management interventions.

New Approach to Disaster Management

Until recently, the approach to Disaster Management has been reactive and relief centric. A paradigm shift has now taken place from the relief centric pattern to holistic and integrated approach with emphasis on prevention, mitigation and preparedness.

Since 1994 the South African government's approach to dealing with disasters has changed significantly (NDMC, 2008). The change in legislation governing disasters prior 1994 was driven by several factors. One of the main reasons was the need to bring the law into the modern era so that it would be in line with international best practice in the field of disaster risk management. In addition, the government intended to systematically mainstream disaster risk reduction into developmental initiatives at national, provincial and municipal levels.

The uPhongolo Local Municipality approach to disaster and disaster risk management activities is primarily based on ethos of the Disaster Management Act No. 57 of 2002 and relevant policy frameworks.

The uPhongolo Local Municipality Risk Management Centre is the custodian of the Municipal Disaster Risk Management Plan. Individual Services / Directorates, Departments and other role-players / entities will be responsible for the compilation and maintenance of their own Service's / Entity's Disaster Management plans. Along with the various specific Hazard DRM Plans, the Service / Entity Disaster Risk Management Plans will be considered as integral parts of the Municipal Disaster Risk Management Plan.

Key Performance Area 1

Status Of Municipal Institutional Capacity - Municipal Disaster Management Section

uPhongolo Local Municipality has a functional Municipality Disaster Management Unit which is established in terms of the Disaster Management Amendment Act No. 16 of 2016.

Figure 61: Disaster Management Building

Municipal Disaster Management Policy Framework

As required by the Disaster Management Act No.57 of 2002, the uPhongolo Local Municipality Risk Management Policy Framework has been drafted in line with the requirements of the disaster management legislation and policies.

Municipal Disaster Management Plan

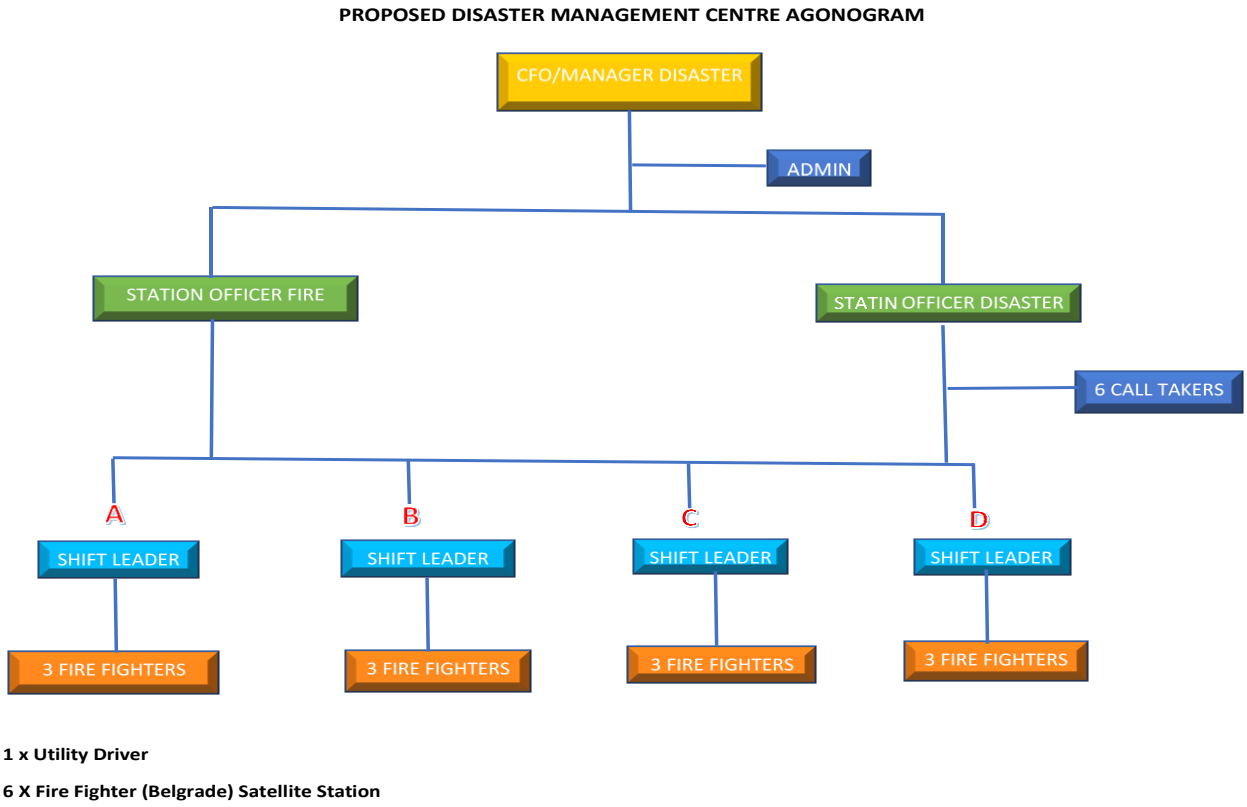
In compliance with the Disaster Management Act No.57 of 2002, the uPhongolo Local Municipality has a Council approved Municipal Disaster Management Plan. The consultation process was undertaken with relevant structures.

Municipal Disaster Management Advisory Forum

The uPhongolo Disaster Management Advisory Forum has been established and the forum meets quarterly, as and when required as recommended by the Disaster Management Act No.57 of 2002. A forum envisaged by Act is a body in which a municipality and relevant

disaster management role-players in the municipality consult one another and co-ordinate their roles and responsibilities.

Disaster Management Centre Organogram



1 x Utility Driver

6 X Fire Fighter (Belgrade) Satellite Station

Key Performance Area 2

Disaster Risk Assessment

a) List of Priority Risks (Hazards)

The uPhongolo Local Municipality just like any other municipality in the Province is prone to a number of natural and man-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a particular household or community to a specific hazard. Table 1 outline the list of priority hazards that are affecting the Municipality.

The spatiotemporal characteristics of these hazards are well known since they have been observed and recorded continuously.

Figure 62: Priority risks and threats

uPhongolo Local Municipality		
No.	**Prevalent Hazards and Threats**	**Risk**
		High Priority
1	Road Accidents	
2	Severe Storms (Lightning)	
3	Severe Storms (Strong Winds)	
4	House Fires	
5	Veld/Forest Fires	
6	Lack of (Adequate) Water	
7	Lack of (Adequate) Sanitation	
8	Disease: Human (HIV/AIDS)	
9	Civil Strikes (Crime)	
10	Drought	
11	Hazardous Material	
12	Astray Animals	

Figure 63: Municipalities Affected by Drought

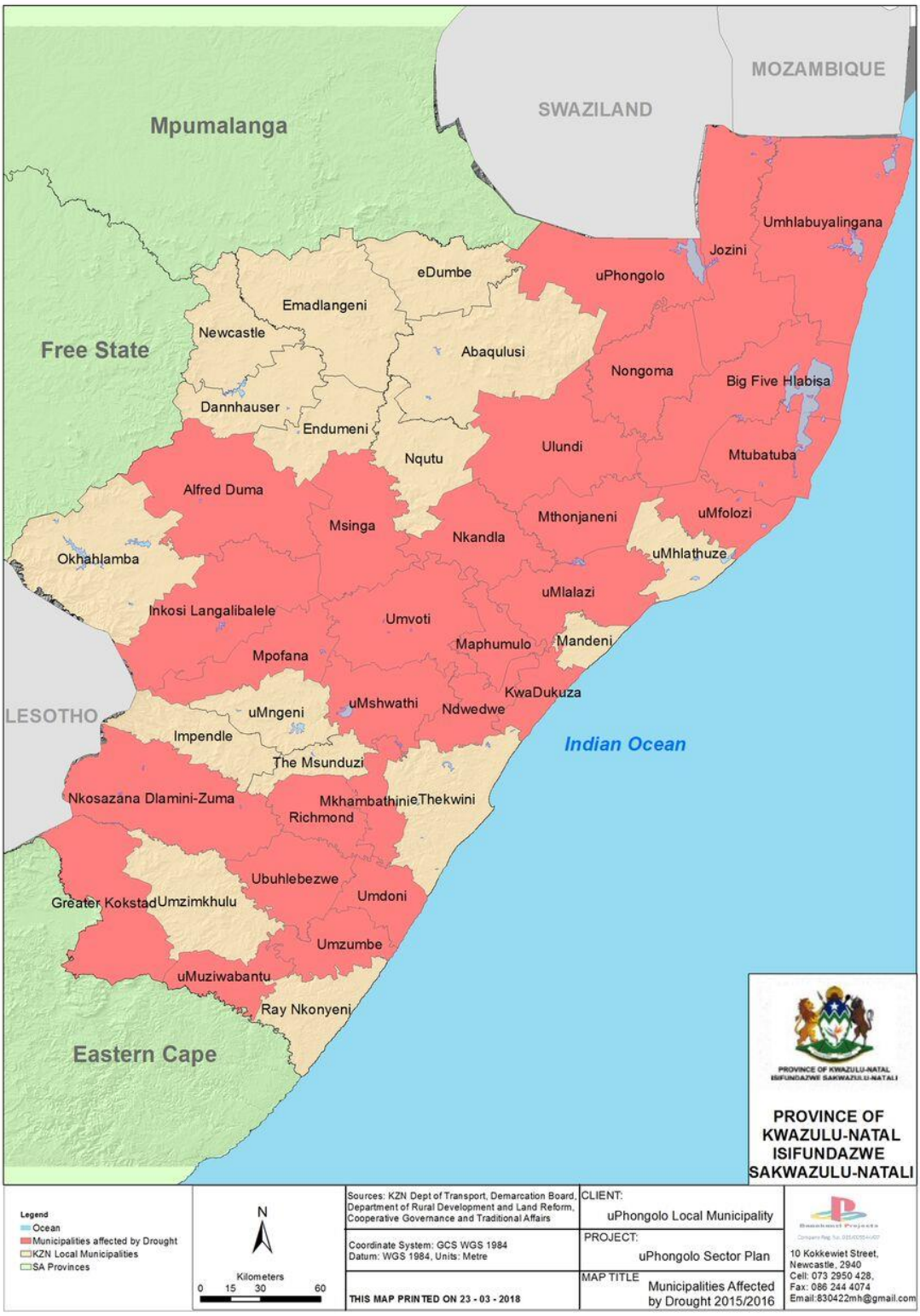


Figure 64: Drought Hazard

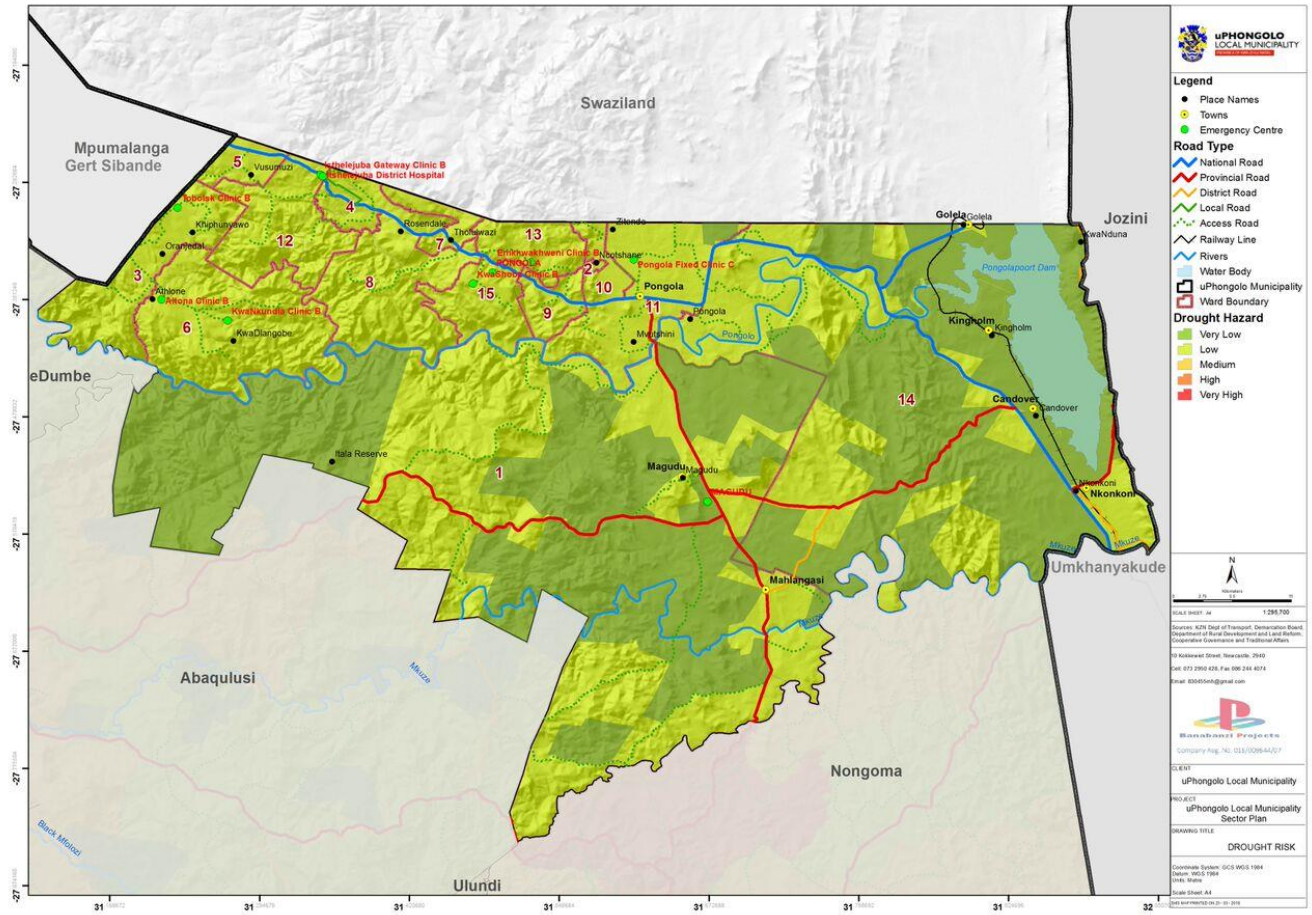


Figure 65: Hazard risk 2

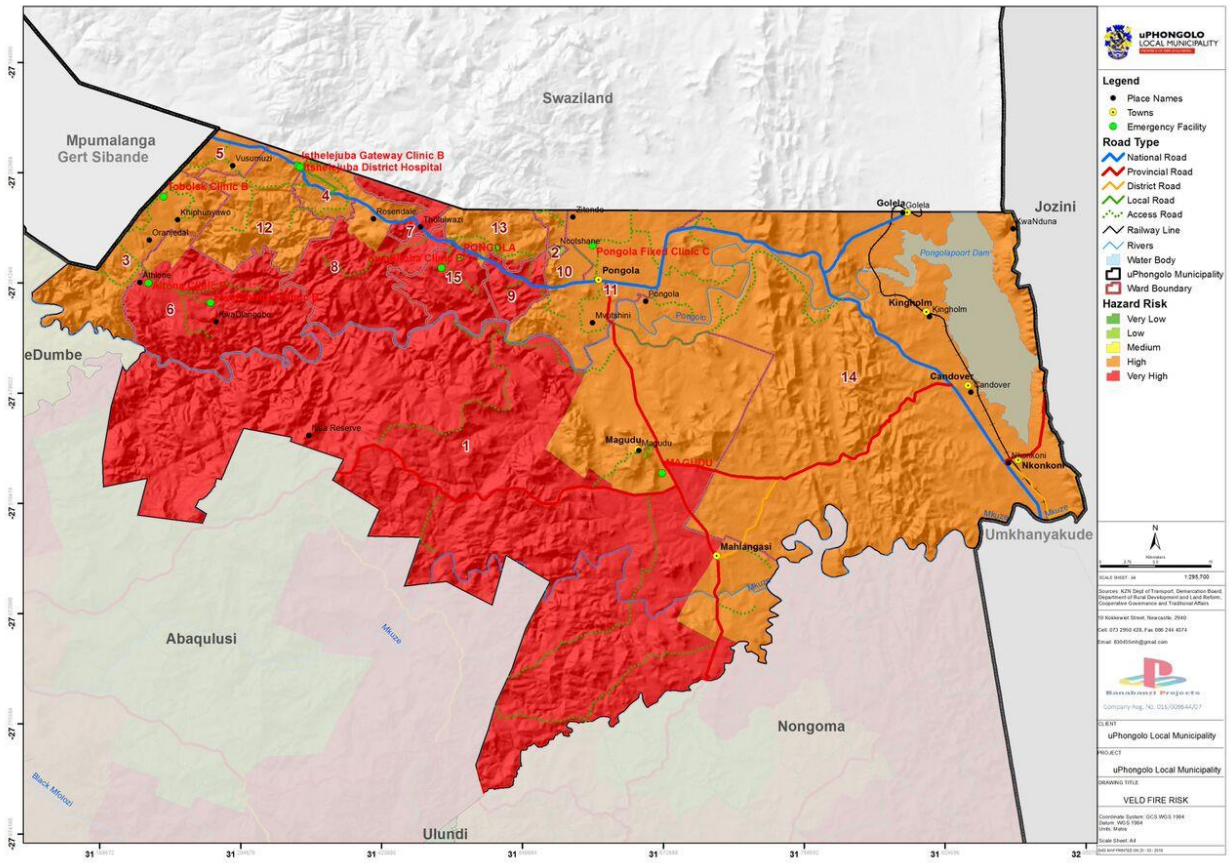


Figure 66: Road Accident/Ward Hazard

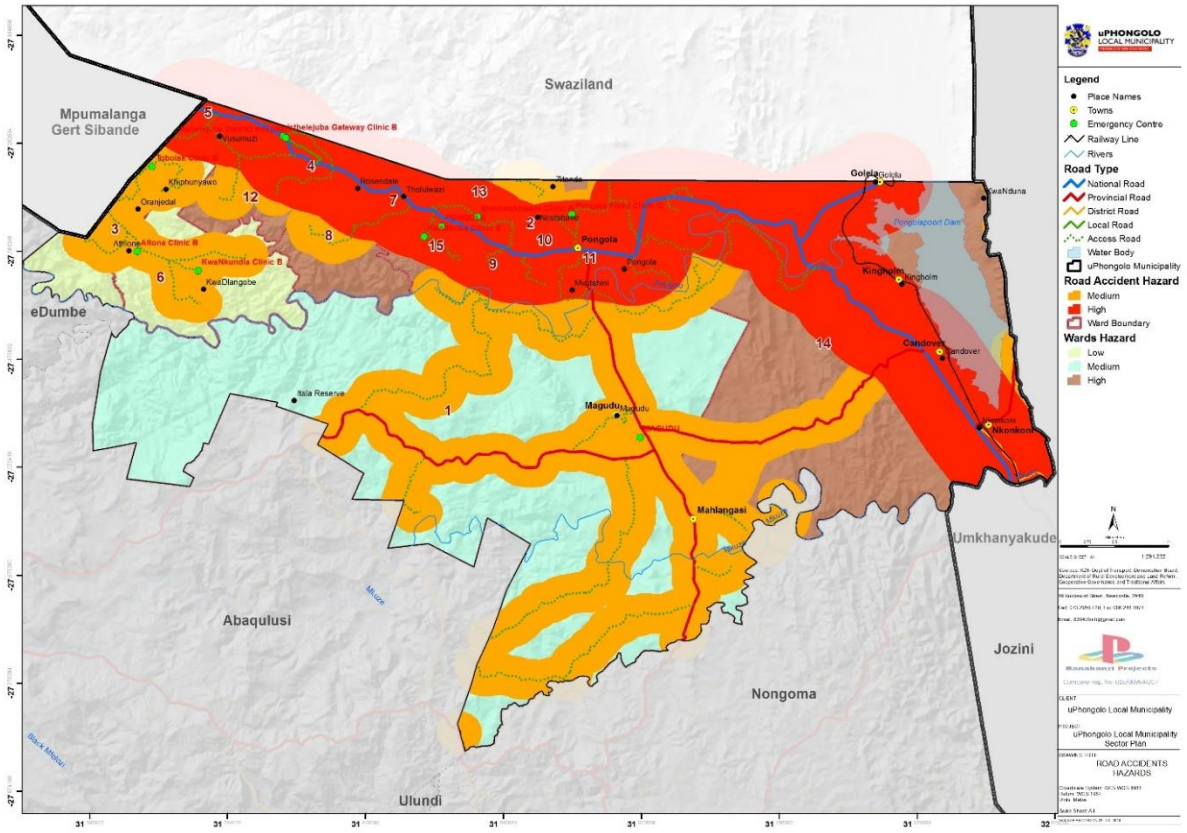


Figure 67: Hazard Risk 3

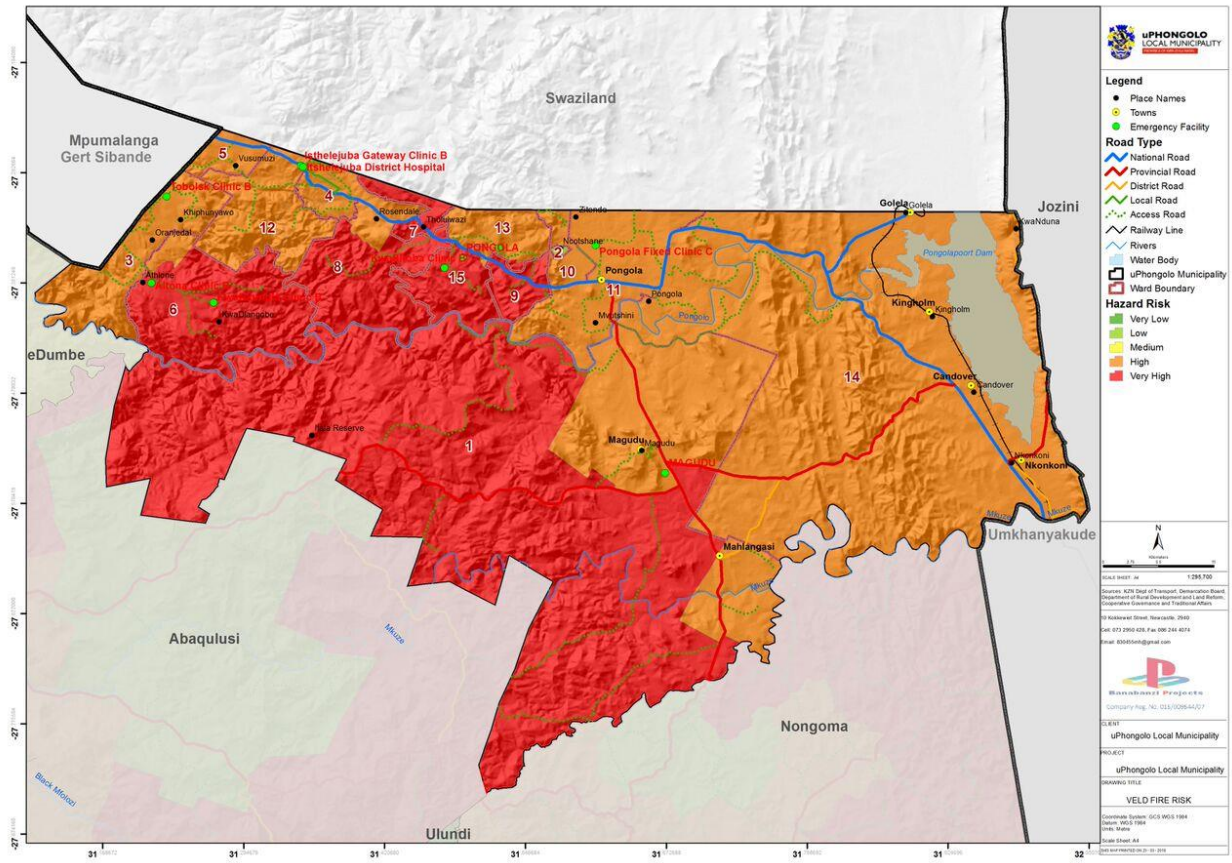


Figure 68: Hazard Risk 4

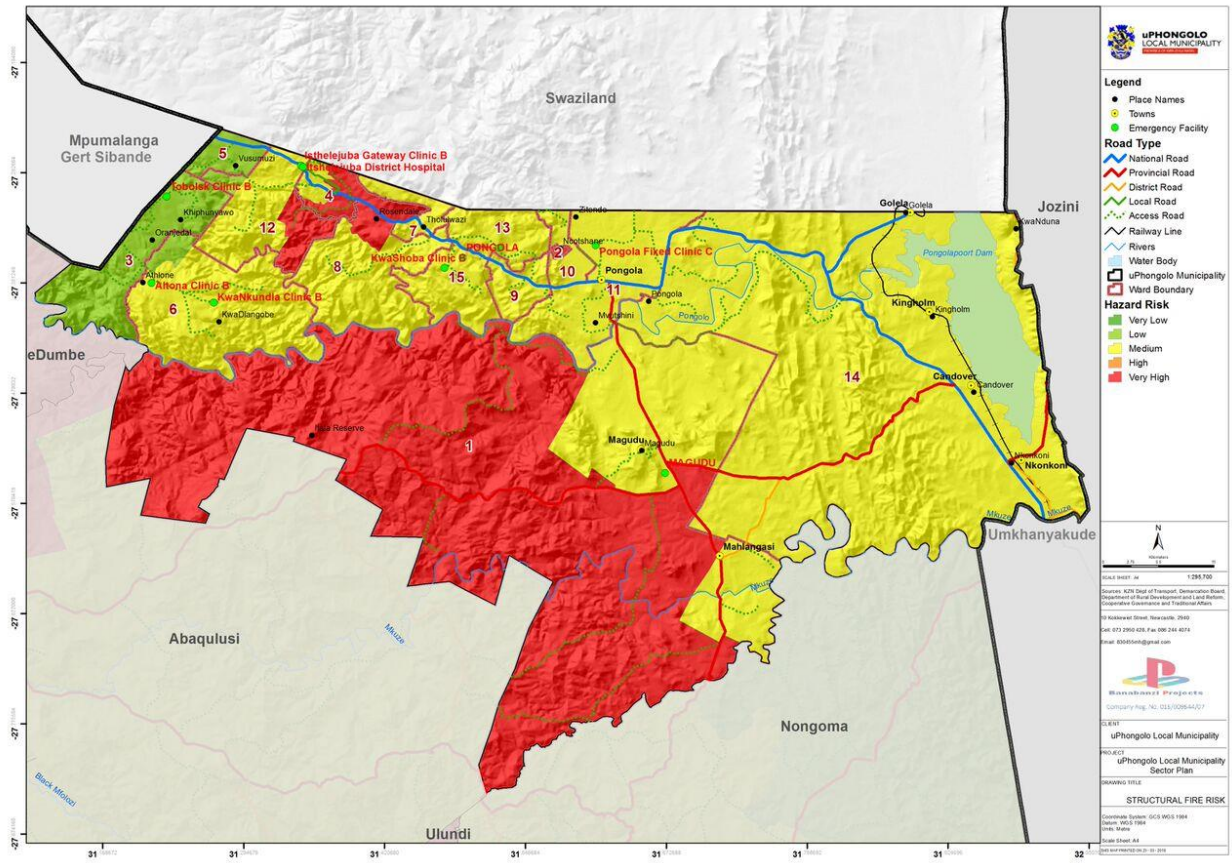


Figure 69: Hazard Risk 6

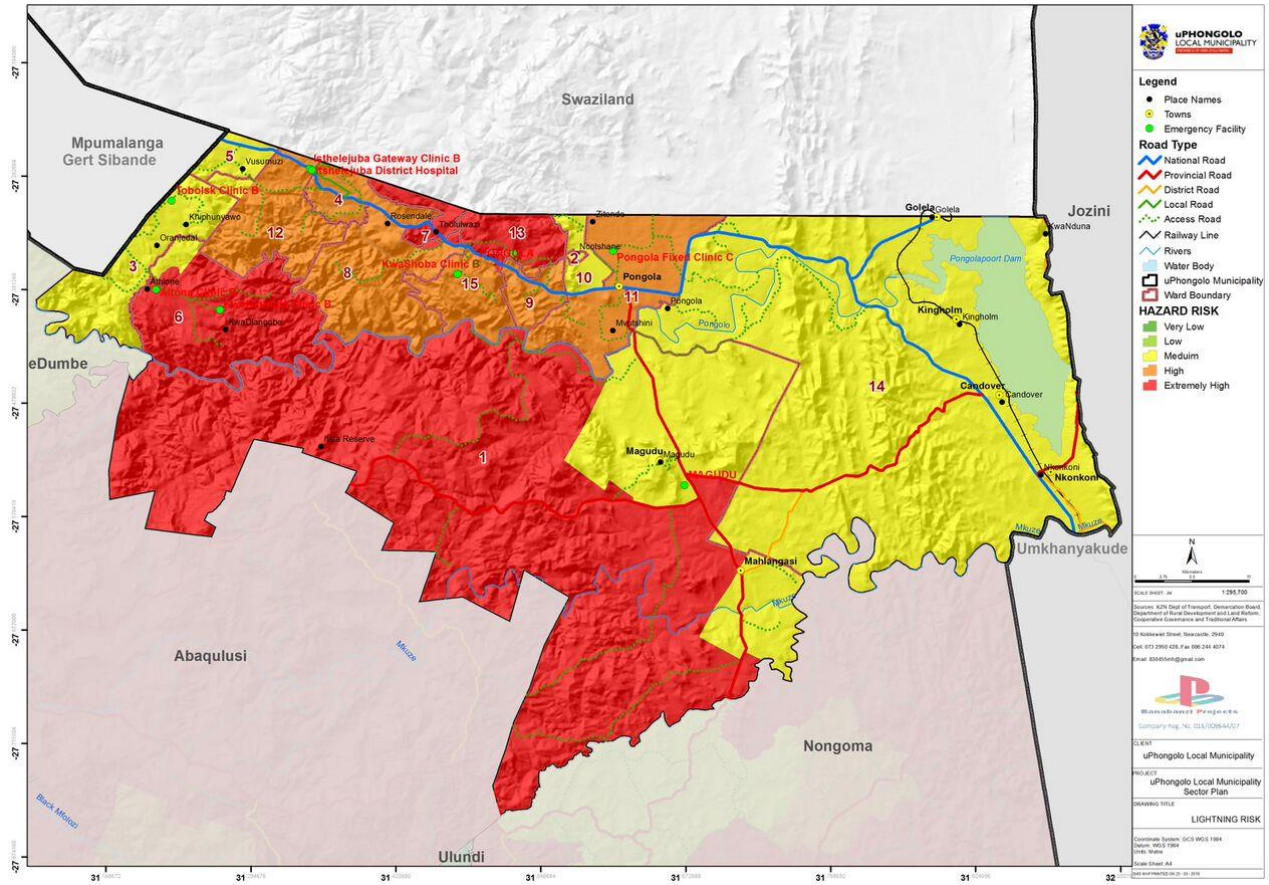
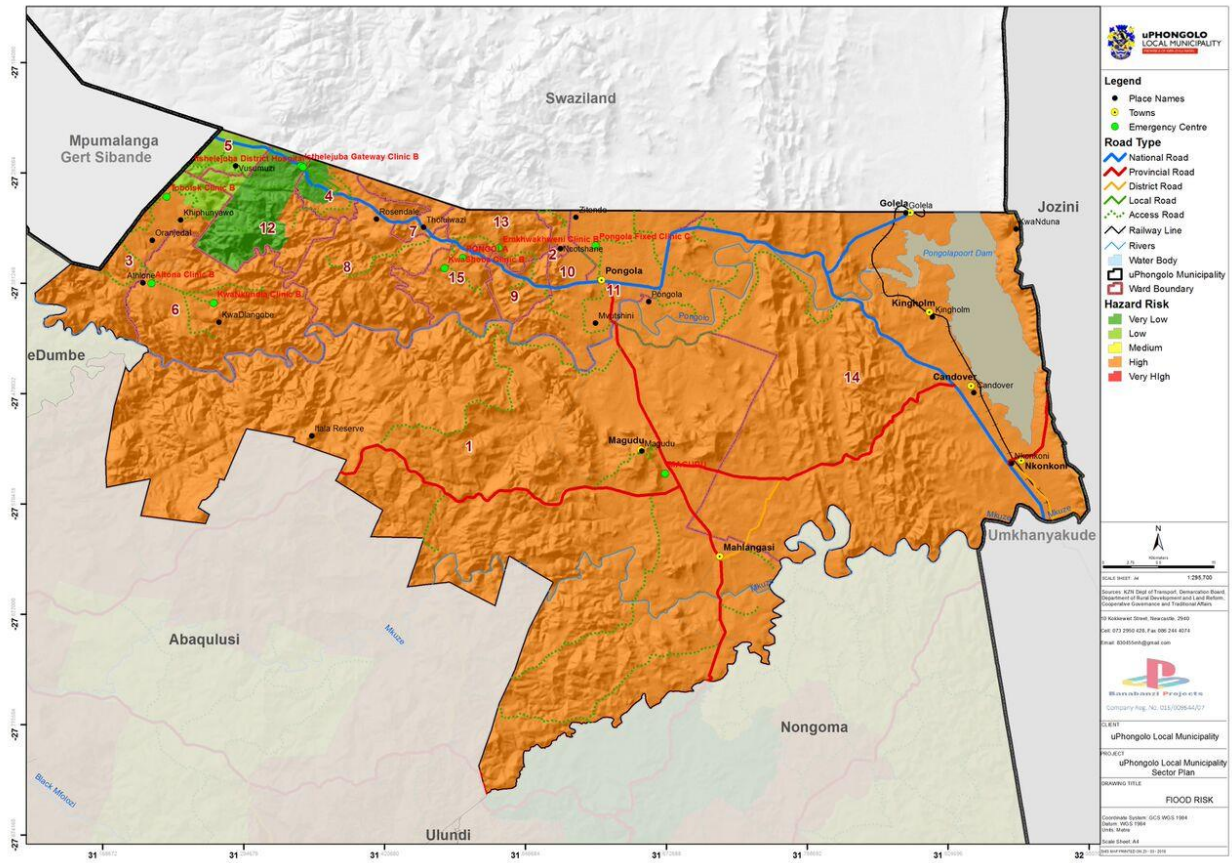


Figure 70: Hazard Risk 7



Key Performance Area 3

Disaster Risk Reduction

a) Alignment/Integration between the IDP and DMP

In terms of Section 26 (g) of the Municipal Systems Act, 200, Act 32 of 2000, a Municipality's IDP must contain a disaster management plan. A development project in the Municipality, as contained in the Municipality's IDP, is thus interlinked with disaster management planning and activities. Risk reduction projects identified as part of disaster risk management planning, such as those identified in this plan and the contingency plans to be developed and risk assessments should be included into the Municipal IDPs.

b) Activities to be implemented to reduce the vulnerability

- Use disaster risk assessment findings to focus planning efforts;
- Implement urgent measures to maintain existing infrastructure, and invest in service delivery, especially related to provision of water and sanitation services;
- Increase access to adequate housing;
- Increase access to quality healthcare services;
- Develop local institutions, education, training and appropriate skill development opportunities while focussing on skills development and capacity building at community level;
- Manage urbanisation, and implement and enforce the appropriate urban planning processes;
- Strengthen livelihoods and increase low income levels; and
- Increase economic and employment opportunities by developing of the tourism and agriculture sectors in the municipality.

c) Disaster Management Programmes

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Installation of lightning conductors (climate change)	R400 000	all homestead previously attacked by lightning strikes/bolts	July 2019
Roll out of awareness campaigns	R35 000	All wards	July 2019
Establishment of fire breaks	R40 000	All wards	
Disaster Management Relief			
Wendy houses	R300 000	All the households that will be affected by incidents	July 2019

Blankets	R200 000	All the households that will be affected by incidents	July 2019
Plastic sheets	R80 000	All the households that will be affected by incidents	July 2019
Food parcels	R200 000	All the households that will be affected by incidents	July 2019
Disaster Centre and satellite in Belgrade	R3 000 000	Site has already been identified for the Disaster Centre from Transnet. The municipality is in the process of lobbying funds for the construction of the centre from the potential funders	July 2019
Protective clothing	R250 000		July 2019
Staff uniform	R150 000		July 2019
Training	R200 000		July 2019
Skid unit(vehicle)	R3 500 000		July 2019
Jump bag equipment	R10 000		July 2019
Advisory Forum Catering	R40 000		July 2019
Meetings for District and Province	R30 000		July 2019
Workshop and conference	R30 000		July 2019
Subscription fees	R4 500		July 2019

d) Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	DEPARTMENT	BUDGET	TARGET AREAS	DATE
Mitigation of soil erosion	DEAR	R1. million	Ward 2 and 14	March 2019
Drought Relief	Technical Department (ZDM)	R1 Million	Throughout the local municipality to the vulnerable communities	July 2019
Floods mitigation	Technical Department	R400 000	Ward 10	March 2019

Figure 71: Disaster Risk and Reduction Projects linked to budget

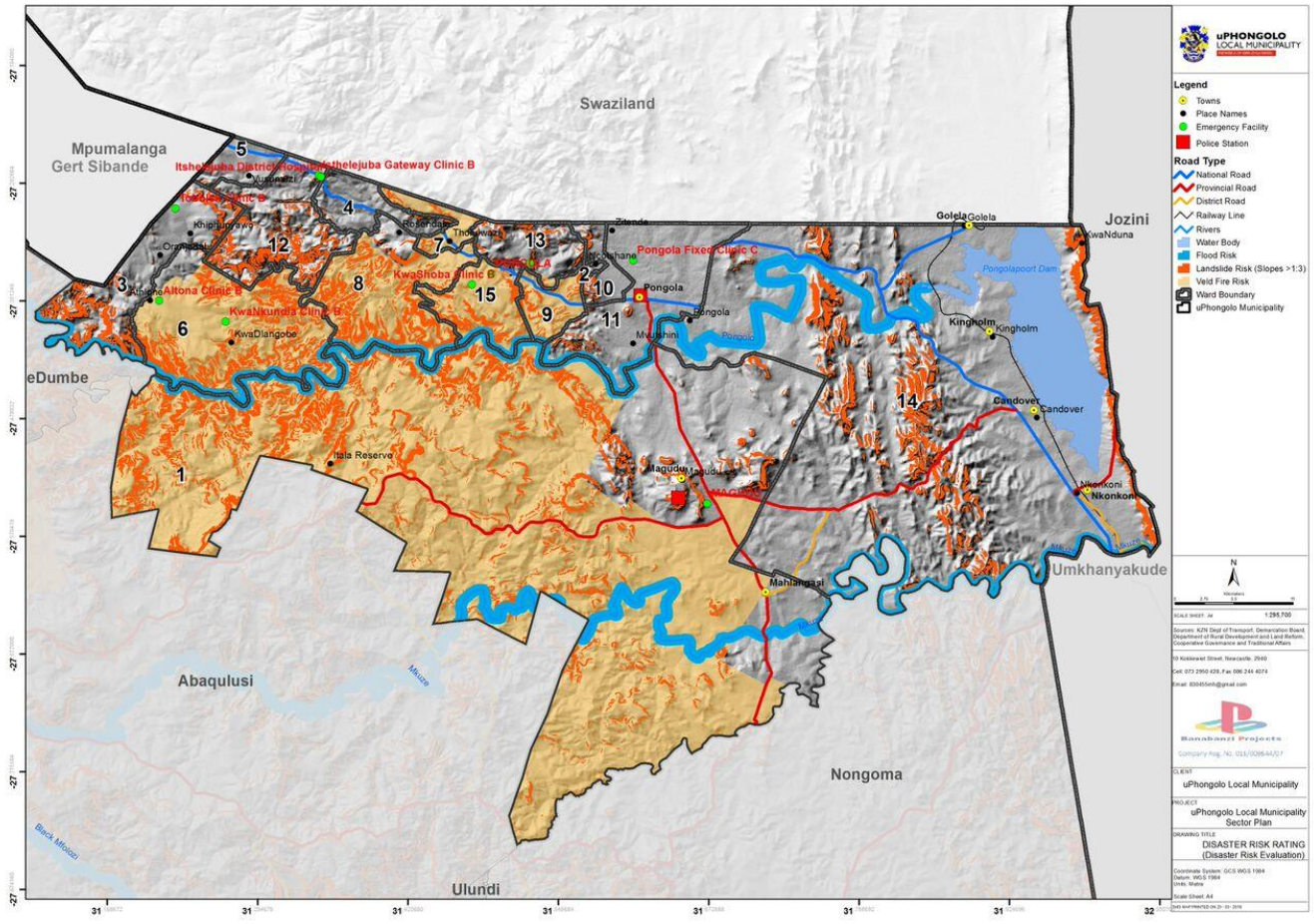
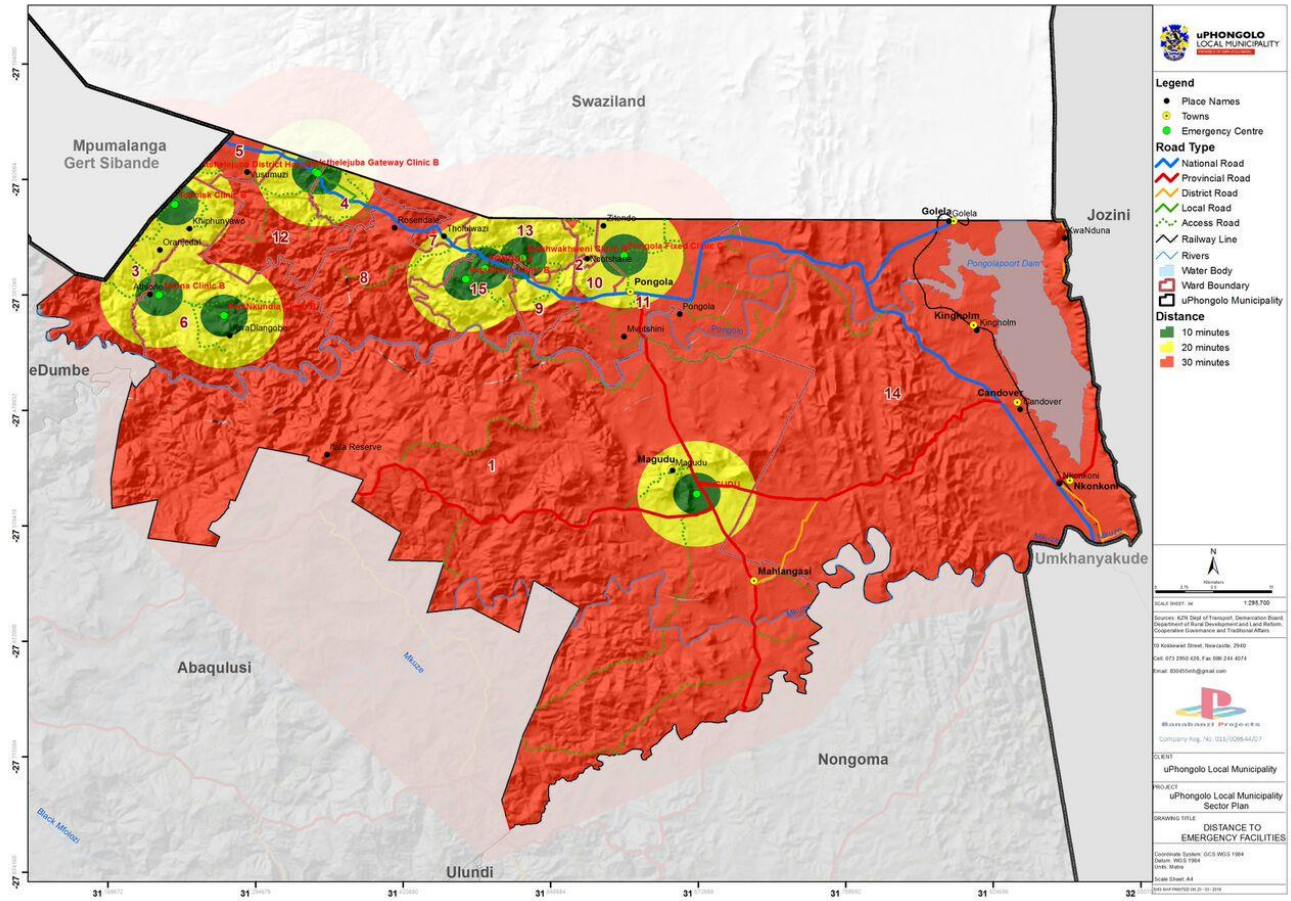


Figure 72: Distance



Key Performance Area 4

The objective is to ensure effective and appropriate disaster response and recovery by:

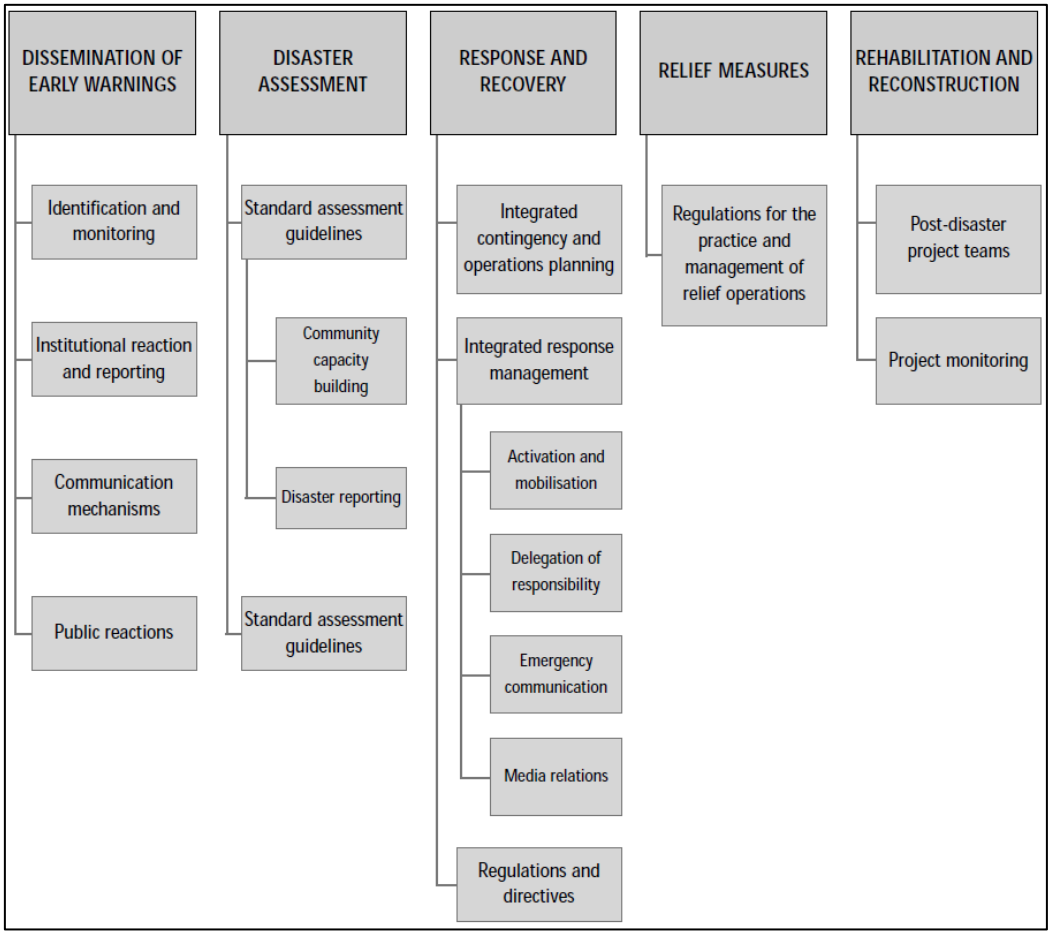
- implementing a uniform approach to the dissemination of early warnings in the municipality;
- Averting or reducing the potential impact in respect of personal injury, health, loss of life, property, infrastructure, environments and government services;
- Implementing immediate integrated and appropriate response and relief measures when significant events or disasters occur or are threatening to occur; and
- Implementing all rehabilitation and reconstruction strategies following a disaster in an integrated and developmental manner.

Disaster Response and Recover

a) Municipal Capacity in terms of Response and Recovery

Whenever there is a threatening or imminent hazard an early warning shall be disseminated accordingly to the relevant communities or sectors. Preparedness levels shall be kept high all the times through various means e.g. physical engagement with the public particularly during capacity building and awareness campaign programmes as well as through the media and other methods. Ward Councillors, Ward Committees, Traditional Leadership and Volunteers will be utilized to carryout response and recovery activities.

Figure73: Municipality Disaster Response and Recovery Framework



ENABLER 1

Information Management and Communication

a) Information Management and Communication System Model

The uPhongolo Local Municipality established a control centre which has a responsibility of information management and communication. The control centre has the following responsibilities:

Receive and convert all emergency calls, by:

- Receive emergency calls (fire, accidents, special services, after hour call for other departments, medical incidents) using telephonically;
- Update occurrence book;
- Respond relevant emergency services officer to scene, telephonically or by radio;
- Inform role-players of emergency, telephonically or by radio;
- Monitor incidents by radio;
- Monitor activities after hours for other departments in the municipality using radio, telephone, complaint logbook; and
- Maintains communication with fire brigade personnel, vehicles, other municipal personnel as well as external emergency service providers, e.g. SAPS, ambulance, port control, etc.

Record all Relevant Information in Incident Book by:

- Receive call, complaints telephonically
- Send relevant emergency services and SAPS to scene telephonically or by radio
- Monitor incidents continuously by radio
- Communicate continuous with services, telephonically or by radio
- Administration – statistics, keeping statistics, incident forms using computer
- Deliver a support service
- Notify relevant authorities

Enabler 2

An integrated capacity building and public awareness strategy for Zululand Municipality has been developed and continuously implemented to encourage risk-avoidance behaviour by all role players, including all departments, and especially in schools and in communities known to be at risk. Such a strategy seeks to promote an informed, alert and self-reliant society capable of playing its part in supporting and co-operating with the Municipality in all aspects of disaster risk and vulnerability reduction.

Enabler 3

Activity	Funding source	Funding mechanism
Disaster Risk Reduction	• All spheres of government	• Own budgets • Own budgets but can be augmented by application for funding to the NDMC for special national priority risk reduction projects
Response, Recovery and Rehabilitation and Reconstruction Efforts	• All spheres of government	• Own budget, particularly for those departments frequently affected by disasters. • Access to central contingency fund once threshold is exceeded on a matching basis. • Reprioritise within capital budget for infrastructure reconstruction. • Access to central contingency fund once threshold is exceeded. • Conditional infrastructure grant, i.e. Municipal Infrastructure Grant (MIG)
Education, Training and Capacity-Building Programmes	• All spheres of government	• Own budgets and reimbursement through SETAs • Public awareness programmes and research

(Enabler 2)		activities can also be funded through the private sector, research foundations, NGOs and donor funding

Stakeholders Database (this list is a guideline – expand as required)

Stakeholders	Contact Person	Contact Details
1. SAPS	Kennel Jele	082 454 8661/034 413 4100
2. Department of Social Development	Ms. G Dubazane	034 413 1161/072 242 4531
3. South African weather services	Mr S Mthethwa	032 436 3816/084 508 7266
4. Department of Agriculture	Ms Nondumiso Ndlovu	076 104 7120
5. Department of Health	Mrs T Vilakazi	034 413 4000/079 280 9239
6. EMRS	Mr Nkosi	034 413 4000/ 0782206507
7. Road Traffic Inspectorate	KE Simelane	082 873 2404
8. Fire Protection Association	Johan Reux	
9. Red Cross	Mr Biyela	035 772 1320
10. Environmental Health	Mr Sandile Zulu	076 923 5781
11. Telkom	Mr M Mwelase	081 575 2426
12. SASSA	Ms Zondi	0810156 176
13. Department of Education	Mr SS Nxumalo	082 458 4890
14. Farmers Association		
15. Al – Imdaad Foundation	Abed Karrim	0363521557
16. Water Affairs/ZDM District	MR Ngobese	072 915 3746
17. PDMC	J. Ndlazi	0813858362
18. ESKOM	Duncan Mbokazi	08320 3746/0785693746
19. SANDF	M V Ncwane	083 941 7156
20. KRCC (NGO)	M Nyuswa	035 474 1058
21. Department of Home Affairs	Mr Ntshangase	034 413 3998/071 342 3998
22. Department of transport	Ms NR Nsele	063 4042 733

Figure 74: Funding Arrangements for Disaster Risk Management: Funding Mobilization Strategy

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Installation of lightning conductors (climate change)	R400 000	all homestead previously attacked by lightning strikes/bolts	July 2019
Roll out of awareness campaigns	R35 000	All wards	July 2019
Establishment of fire breaks	R40 000	All wards	
Disaster Management relief			
Wendy houses	R300 000	All the households that will be affected by incidents	July 2019
Blankets	R200 000	All the households that will be affected by incidents	July 2019
Plastic sheets	R80 000	All the households that will be affected by incidents	July 2019
Food parcels	R200 000	All the households that will be affected by incidents	July 2019
Disaster Centre and satellite in Belgrade	R3 000 000		July 2019
Protective clothing	R250 000		July 2019
Staff uniform	R150 000		July 2019
Training	R150 000		July 2019
Skid unit(vehicle)	R 3 500 000		July 2019
Jump bag equipment	R10 000		July 2019
Advisory Forum catering	R40 000		July 2019
Meetings for District and Province	R30 000		July 2019
Workshop and Conference	R30 000		July 2019

SECTION D:
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT SITUATIONAL ANALYSIS

3.13 Municipal Transformation and Institutional Development

The purpose of conducting an institutional analysis is to ensure that municipal development strategies consider existing institutional capacities for addressing institutional shortcomings. Since the inception of democracy in South Africa the primary point of service delivery has always been local government. Local government provides core services to meet basic human needs that are essential towards the fulfilment of the right to dignity enshrined in the Constitution and the Bill of Rights. Basic services include clean drinking water, sanitation, electricity, shelter, waste removal and roads infrastructure. There is still much work that needs to be done to support, educate and where needed, enforce implementation of local government's mandate for delivery. Transformation of the local government sector remains a priority for the current government administration.

The National Development Plan states that meeting the country's transformation agenda requires functional municipalities and capable machinery at a local level that can create safe, healthy and economically sustainable areas where citizens and people can work, live and socialise. The Department of Cooperative Governance is tasked to build and strengthen the capability and accountability of municipalities. To this end focus is set on performing the basic tasks that local government is mandated to carry out within the context of the inter-governmental system. This includes ensuring that municipal councils meet on a regular basis, that oversight structures are in place, and that transparency and accountability become part of everyday operations at municipal level.

Key Performance Areas for the Back-to-Basics Approach:

- Basic Services: Creating decent living conditions, Efficient and Integrated Infrastructure and Services;
- Good Governance: Democratic, Responsible, transparent, objective and equitable municipal governance;
- Public Participation: Putting People First, Democratic, Responsible, transparent and objective and equitable municipal governance;

- Sound Financial Management: Sound Financial and Supply Chain Management; and
- Building Capable Institutions and Administrations: Municipality resources and Committed to attaining the vision and mission of the organisation.

3.13.1 Human Resource Management, Human Resource Development Strategy and Implementation Plan

uPhongolo Municipality has a Council-approved Human Resource Management, Human Resource Development Strategy and 5-Year Human Resource Implementation Plan. The strategy will be reviewed on an annual basis. Human Resources is the most important and expensive resource that the Municipality has and it is, therefore, vital that optimum use of this resource is monitored. The Municipality needs to have the right number, the right competencies and the most appropriate organisational and functional spread of human resources as well as functioning systems and structures that allow it to operate efficiently and cost-effectively. The need for these resources will change over time as priorities and budgetary constraints change, and hence the Municipality needs to update its Human Resource Management, Human Resource Development Strategy and Implementation Plan every year to ensure its constant relevance.

The Human Resource Management, Human Resource Development Strategy and Implementation Plan outline the intentions of the Municipality in relation to how it should manage its human capital, focusing in the following:

- Planning the municipal workforce in totality;
- Developing a capable and skilled workforce that strives to achieve service excellence; and
- Setting guidelines to strengthen leadership and develop human capital by attracting, retaining scarce, valued and critically required skills for the Municipality.

In line with the above, the Human Resource Management Strategy and Implementation Plan are aimed at:

- Ensuring that the Municipality has the right number and composition of employees with the right competencies, in the right places, to deliver on the Municipality's mandate and achieve its strategic goals and objectives;
- Ensuring that the municipality makes optimum use of human resources, envisages and manages surpluses and/or shortages of staff;
- Ensuring that the Municipality's employees are suitably skilled and competent to add value to the Municipality in delivering sustainable solutions, advice and capacity building to the municipality.

In an endeavour to ensure that the Municipality makes the best possible use of its resources to attain its commitments and programme objectives set out in the IDP, SDBIPs, the Back-to-Basics Strategy and Strategic Plan, the Municipality needs to have in place a well-structured HRM & HRD Strategy and Implementation Plan. This strategy informs the decision-makers on the three critical issues *vis-a-vis*:

- current supply of human resources;
- human resources demand, as well as
- Prioritised and strategic HR actions to be taken.

uPhongolo Municipality believes that the creativity, diversity and energy that its employees bring is key to its success and that there should be human resource management systems that will fit organizational strategies, respond to a broader range of external environmental influences and help the Municipality to attract and retain employees with the skills and motivation required for high level performance.

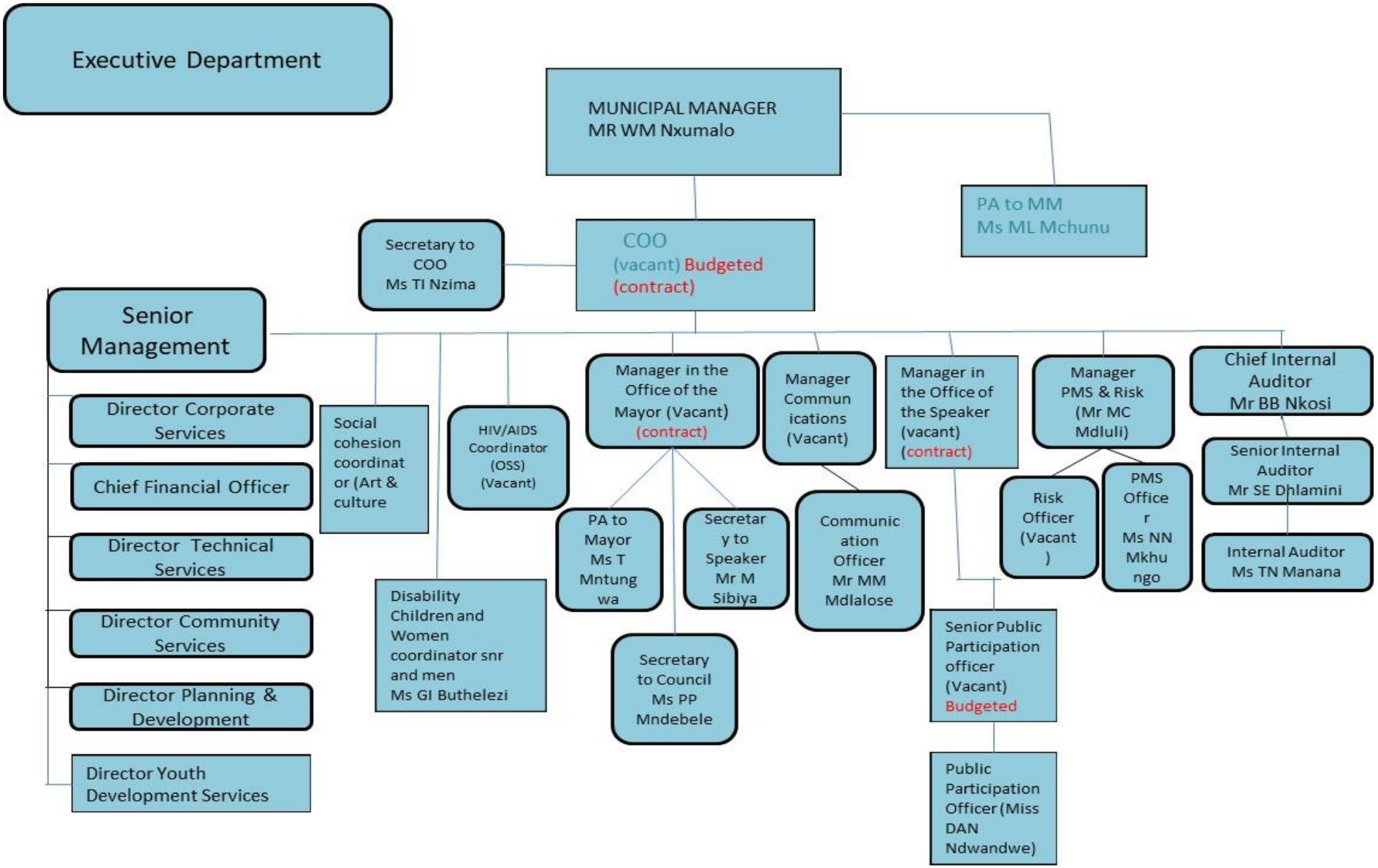
The main objectives of these strategies are to assist the Municipality in the career development of its existing staff, reduction of labour turnovers and optimal utilization of the existing personnel including the implementation of both the Affirmative Action Policy as well

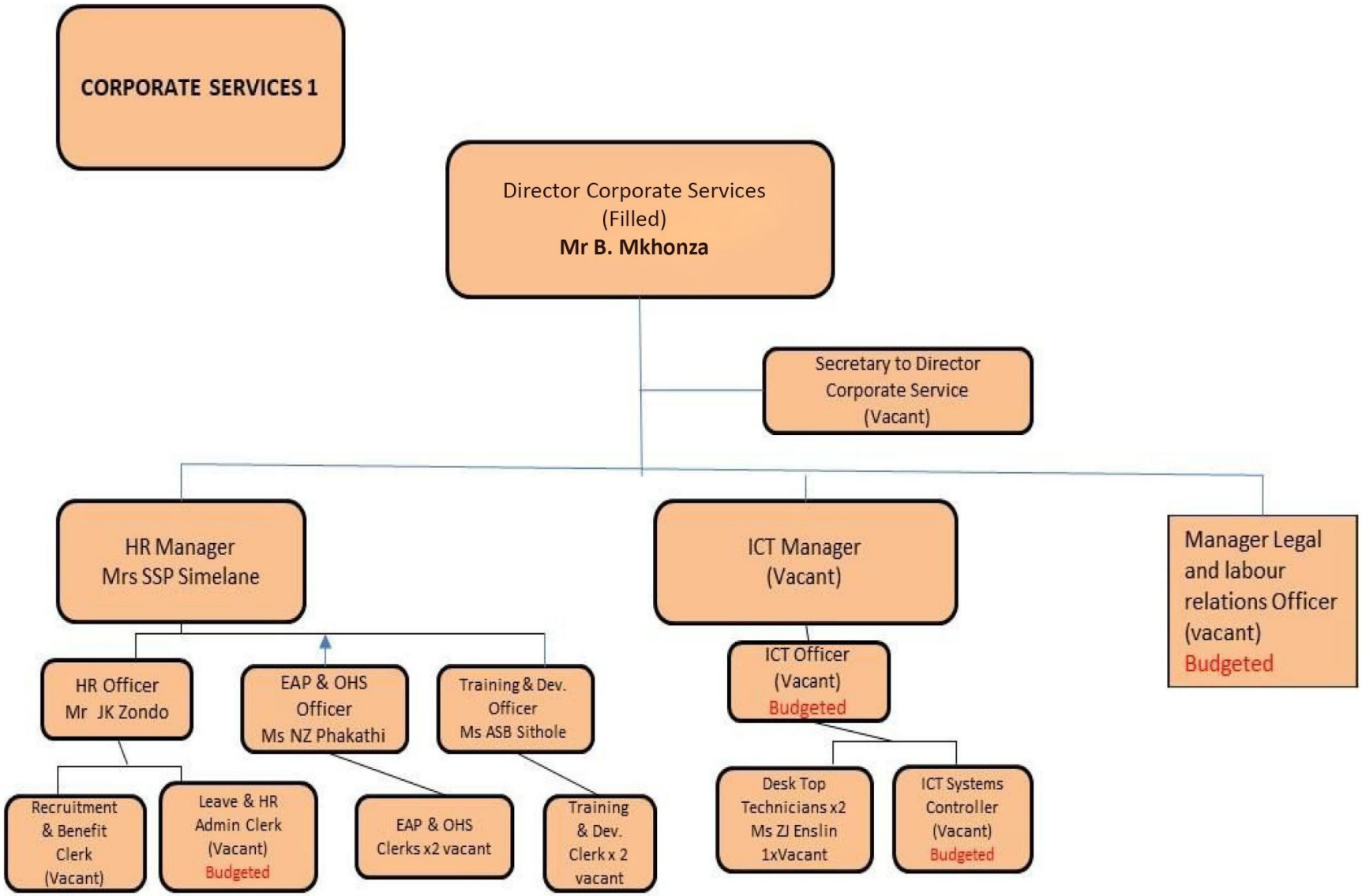
as the Employment Equity Policy. Such strategies need to be developmental and not punitive and aim at developing staff members in order to retain them within an enabling environment.

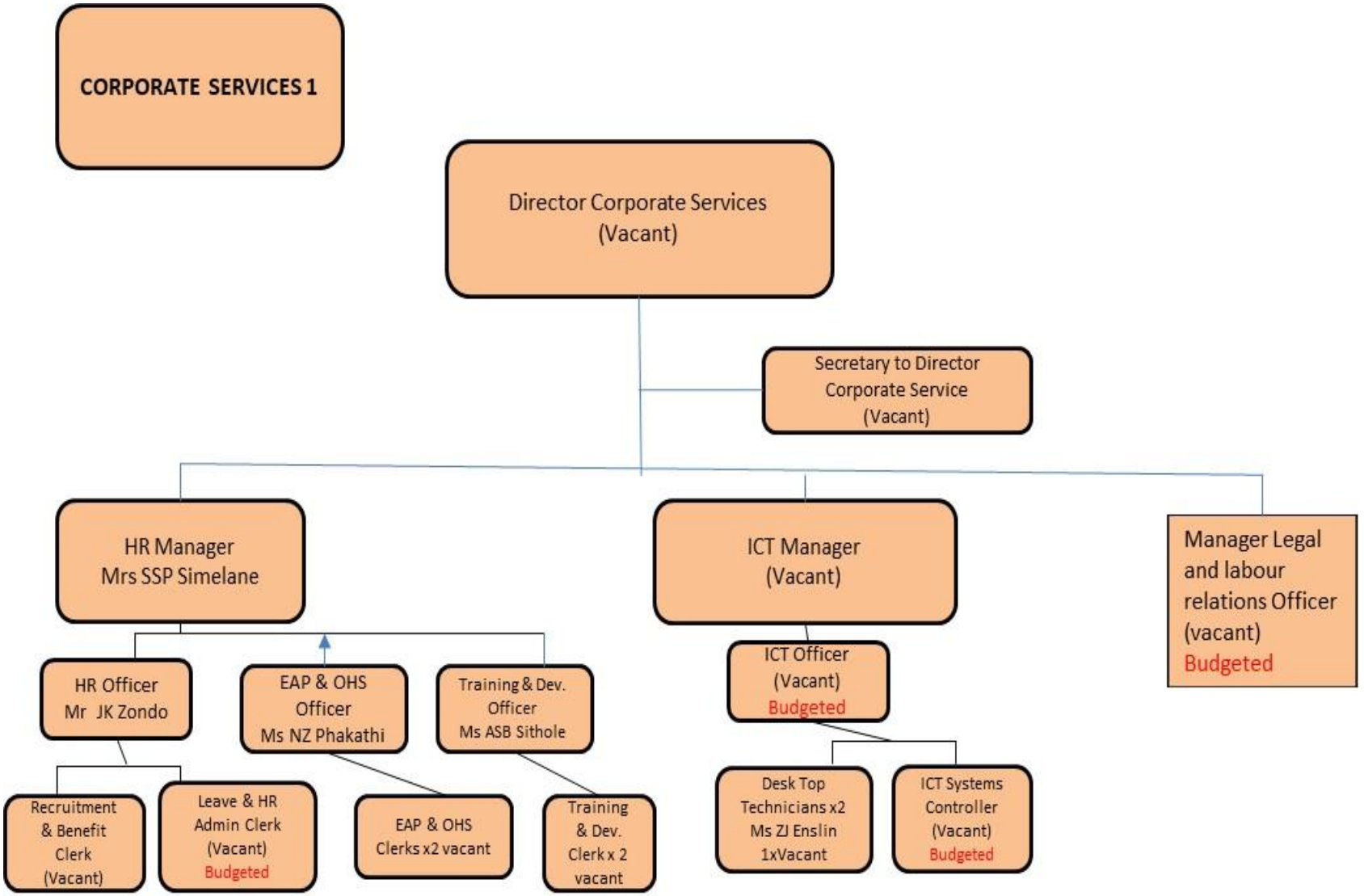
At this juncture, the Human Resource Management, Human Resource Development Strategy and 5-Year Human Resource Implementation Plan are being implemented having since received approval by Council. The Human Resource Strategy and Implementation Plan is annexed hereto for ease of reference.

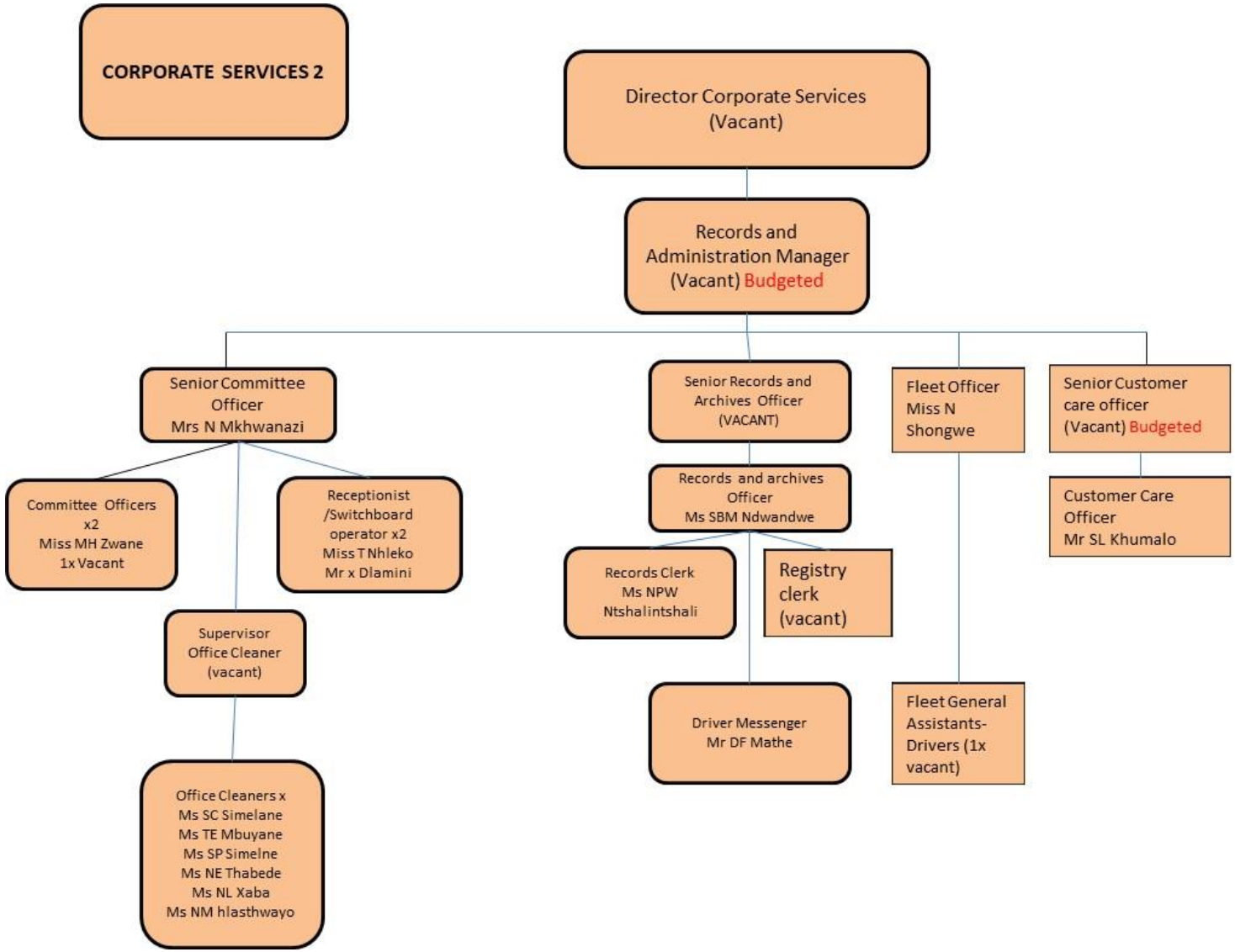
3.13.2 Council Approved Organisational Structure

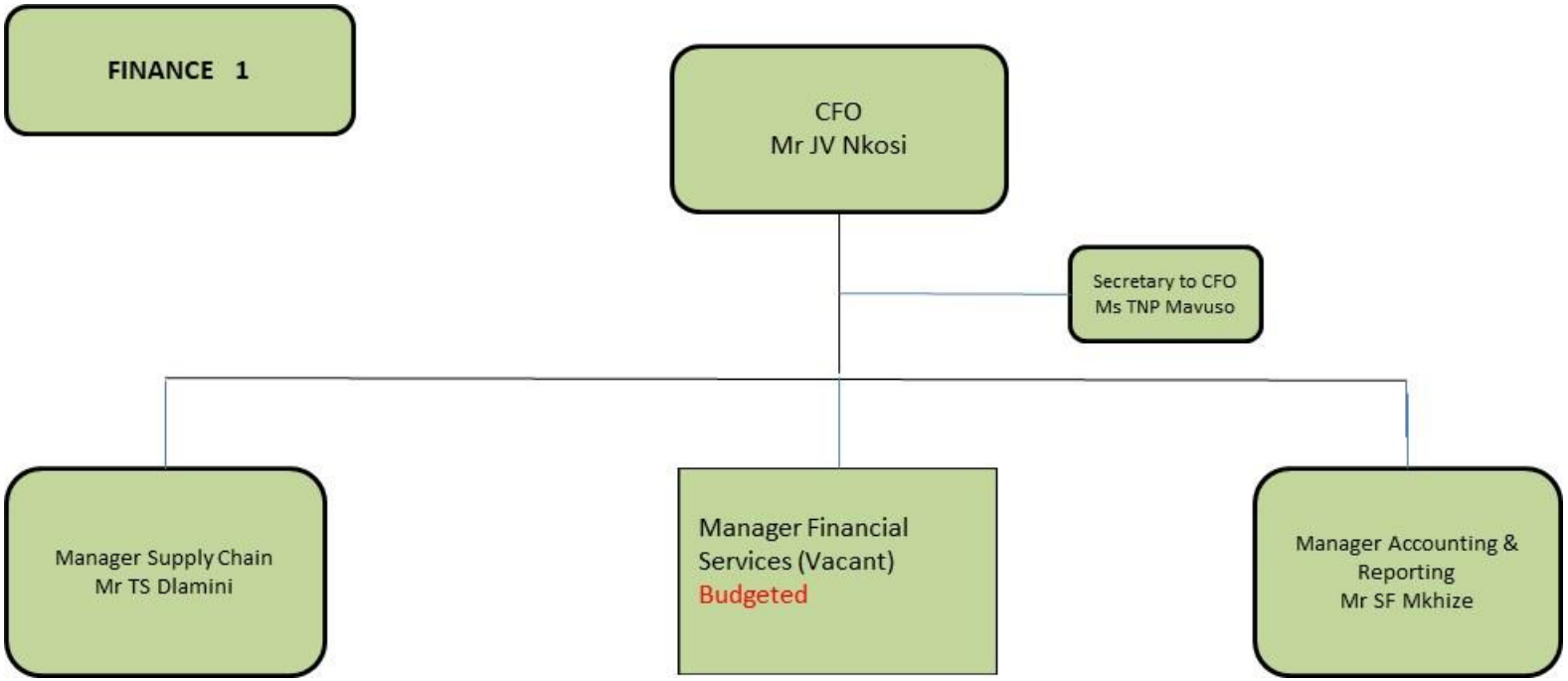
The 2019/2020 IDP contains a Council approved organogram, indicating the vacancy rate, structure, powers and functions of the Municipality. The 2019/2020 Organogram aligns to the long-term development plans of the Municipality as envisaged by the IDP and it is presented immediately herein-below.

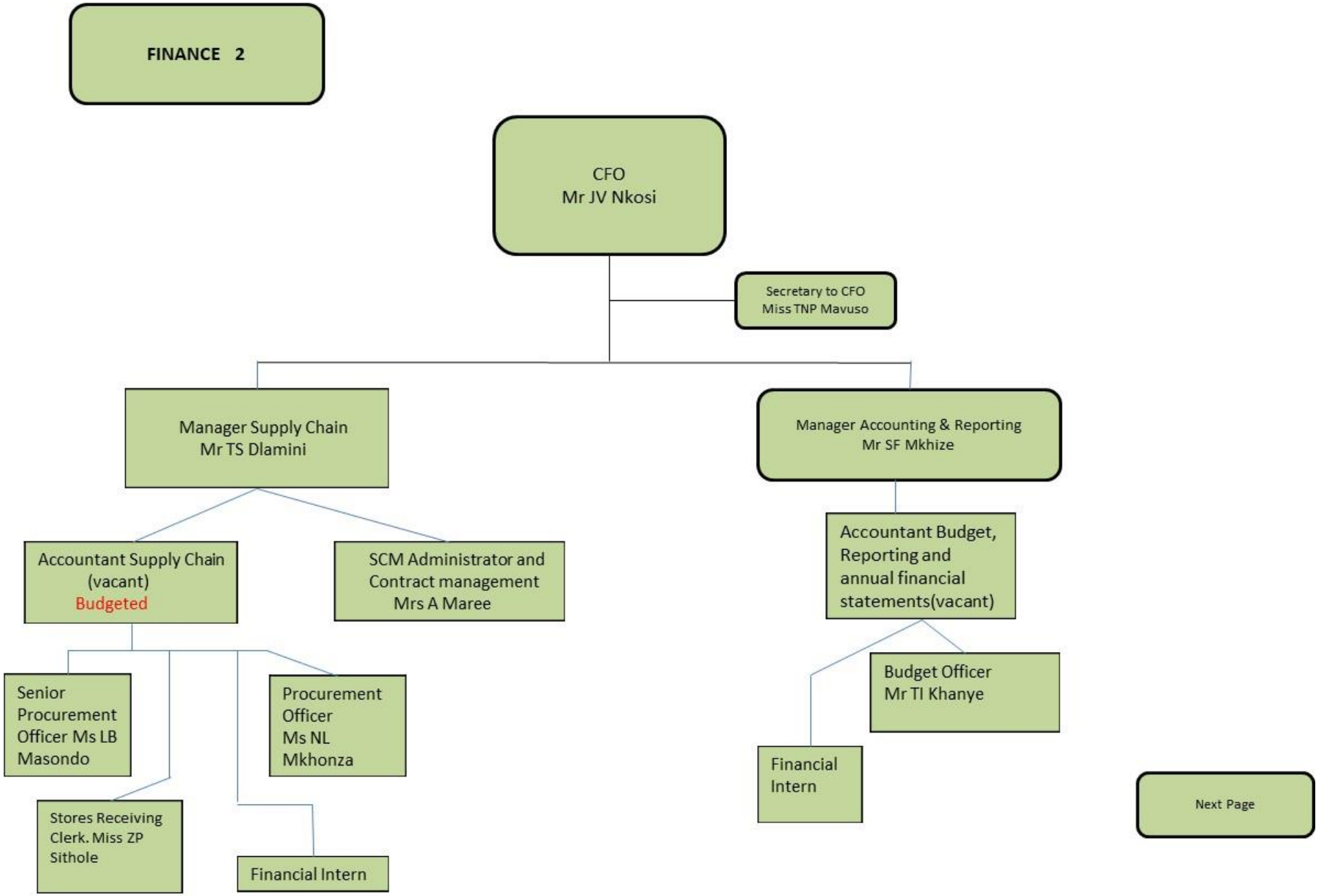

Executive Department
MUNICIPAL MANAGER
MR WM Nxumalo
PA to MM
Ms ML Mchunu
Secretary to COO
Ms TI Nzima
COO
(vacant) Budgeted
(contract)
Senior Management
Director Corporate Services
Chief Financial Officer
Director Technical Services
Director Community Services
Director Planning & Development
Director Youth Development Services
Social cohesion coordinator (Art & culture
HIV/AIDS Coordinator (OSS) (Vacant)
Disability Children and Women coordinator snr and men
Ms GI Buthelezi
Manager in the Office of the Mayor (Vacant) (contract)
PA to Mayor
Ms T Mntungwa
Secretary to Council
Ms PP Mndebele
Manager Communications (Vacant)
Secretary to Speaker
Mr M Sibiya
Communication Officer
Mr MM Mdlalose
Manager in the Office of the Speaker (vacant) (contract)
Senior Public Participation officer (Vacant) Budgeted
Public Participation Officer (Miss DAN Ndwandwe)
Manager PMS & Risk (Mr MC Mdluli)
Risk Officer (Vacant)
PMS Officer
Ms NN Mkhungo
Chief Internal Auditor
Mr BB Nkosi
Senior Internal Auditor
Mr SE Dhlamini
Internal Auditor
Ms TN Manana

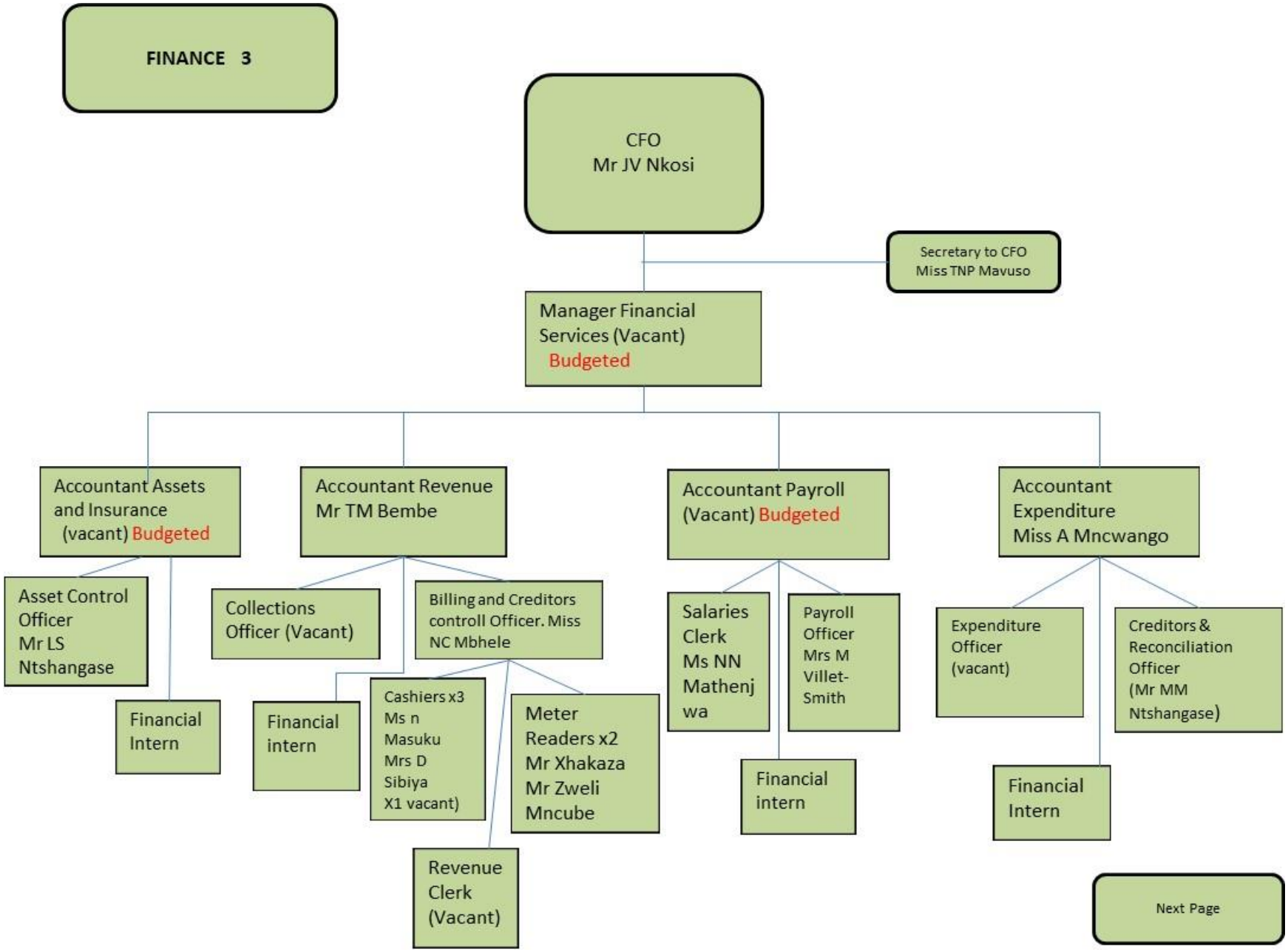

CORPORATE SERVICES 1
Director Corporate Services
(Filled)
Mr B. Mkhonza
Secretary to Director
Corporate Service
(Vacant)
HR Manager
Mrs SSP Simelane
ICT Manager
(Vacant)
Manager Legal
and labour
relations Officer
(vacant)
Budgeted
HR Officer
Mr JK Zondo
EAP & OHS
Officer
Ms NZ Phakathi
Training & Dev.
Officer
Ms ASB Sithole
ICT Officer
(Vacant)
Budgeted
Recruitment
& Benefit
Clerk
(Vacant)
Leave & HR
Admin Clerk
(Vacant)
Budgeted
EAP & OHS
Clerks x2 vacant
Training
& Dev.
Clerk x 2
vacant
Desk Top
Technicians x2
Ms ZJ Enslin
1xVacant
ICT Systems
Controller
(Vacant)
Budgeted

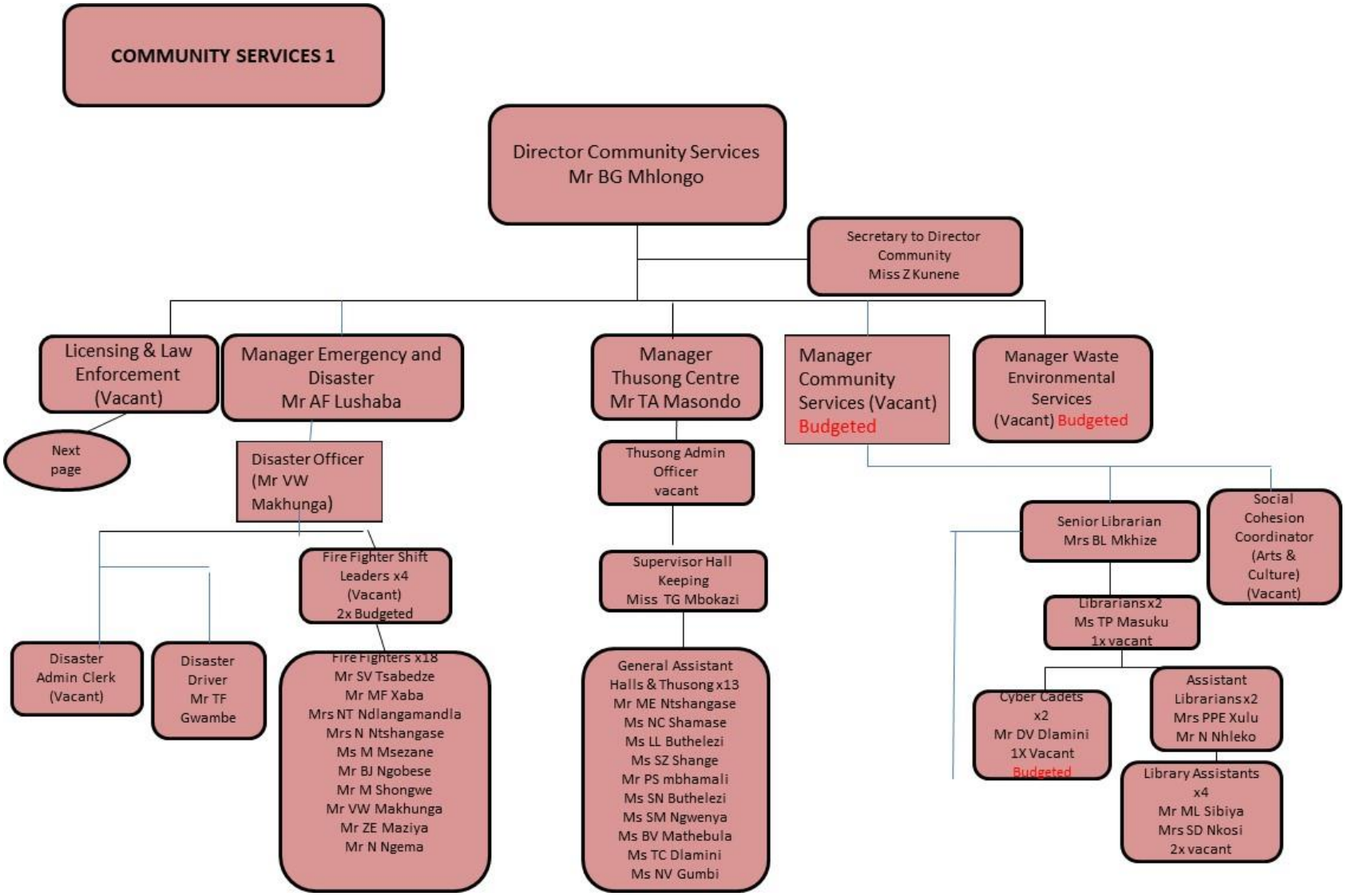

CORPORATE SERVICES 1
Director Corporate Services
(Vacant)
Secretary to Director
Corporate Service
(Vacant)
HR Manager
Mrs SSP Simelane
ICT Manager
(Vacant)
Manager Legal
and labour
relations Officer
(vacant)
Budgeted
HR Officer
Mr JK Zondo
EAP & OHS
Officer
Ms NZ Phakathi
Training & Dev.
Officer
Ms ASB Sithole
ICT Officer
(Vacant)
Budgeted
Recruitment
& Benefit
Clerk
(Vacant)
Leave & HR
Admin Clerk
(Vacant)
Budgeted
EAP & OHS
Clerks x2 vacant
Training
& Dev.
Clerk x 2
vacant
Desk Top
Technicians x2
Ms ZJ Enslin
1xVacant
ICT Systems
Controller
(Vacant)
Budgeted

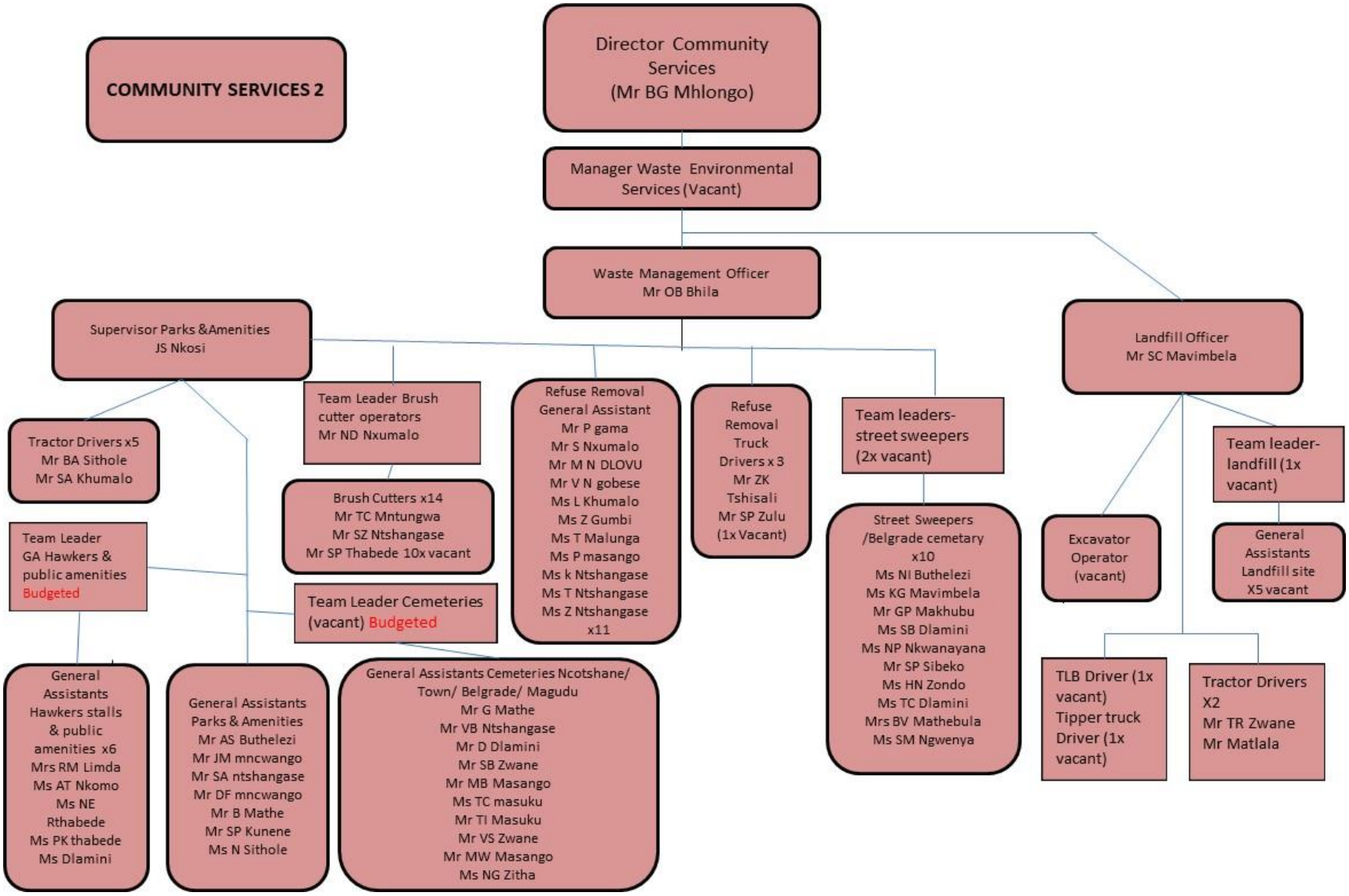

CORPORATE SERVICES 2
Director Corporate Services (Vacant)
Records and Administration Manager (Vacant) Budgeted
Senior Committee Officer Mrs N Mkhwanazi
Committee Officers x2 Miss MH Zwane 1x Vacant
Receptionist /Switchboard operator x2 Miss T Nhleko Mr x Dlamini
Supervisor Office Cleaner (vacant)
Office Cleaners x Ms SC Simelane Ms TE Mbuyane Ms SP Simelne Ms NE Thabede Ms NL Xaba Ms NM hlasthwayo
Senior Records and Archives Officer (VACANT)
Records and archives Officer Ms SBM Ndwandwe
Records Clerk Ms NPW Ntshalintshali
Registry clerk (vacant)
Driver Messenger Mr DF Mathe
Fleet Officer Miss N Shongwe
Fleet General Assistants-Drivers (1x vacant)
Senior Customer care officer (Vacant) Budgeted
Customer Care Officer Mr SL Khumalo

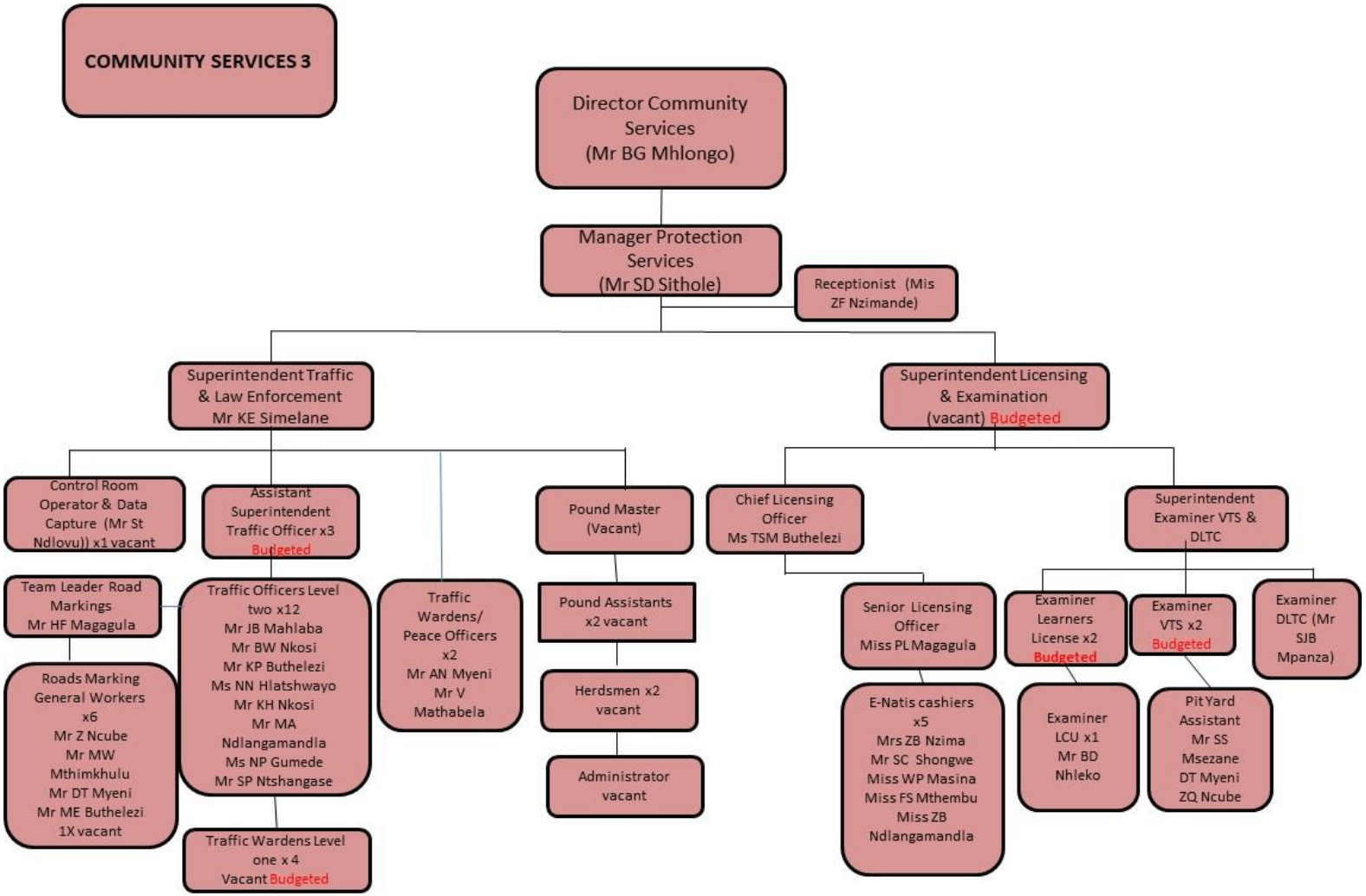

FINANCE 1
CFO
Mr JV Nkosi
Secretary to CFO
Ms TNP Mavuso
Manager Supply Chain
Mr TS Dlamini
Manager Financial
Services (Vacant)
Budgeted
Manager Accounting &
Reporting
Mr SF Mkhize


FINANCE 2
CFO
Mr JV Nkosi
Secretary to CFO
Miss TNP Mavuso
Manager Supply Chain
Mr TS Dlamini
Manager Accounting & Reporting
Mr SF Mkhize
Accountant Supply Chain
(vacant)
Budgeted
SCM Administrator and
Contract management
Mrs A Maree
Accountant Budget,
Reporting and
annual financial
statements(vacant)
Senior
Procurement
Officer Ms LB
Masondo
Procurement
Officer
Ms NL
Mkhonza
Budget Officer
Mr TI Khanye
Financial
Intern
Stores Receiving
Clerk. Miss ZP
Sithole
Financial Intern
Next Page

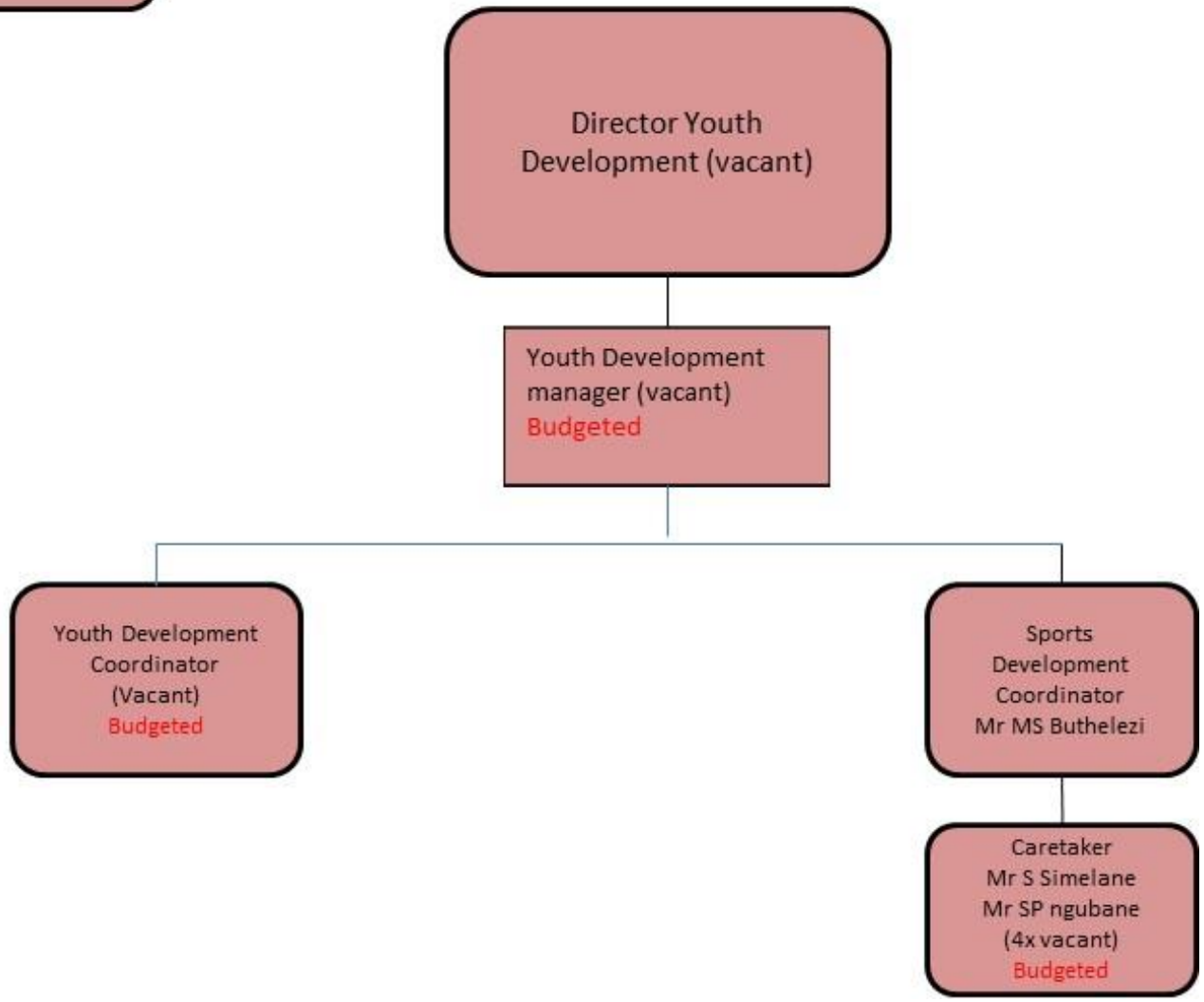

FINANCE 3
CFO
Mr JV Nkosi
Secretary to CFO
Miss TNP Mavuso
Manager Financial Services (Vacant) Budgeted
Accountant Assets and Insurance (vacant) Budgeted
Accountant Revenue Mr TM Bembe
Accountant Payroll (Vacant) Budgeted
Accountant Expenditure Miss A Mncwango
Asset Control Officer Mr LS Ntshangase
Financial Intern
Collections Officer (Vacant)
Billing and Creditors controll Officer. Miss NC Mbhele
Financial intern
Cashiers x3 Ms n Masuku Mrs D Sibiya X1 vacant)
Meter Readers x2 Mr Xhakaza Mr Zweli Mncube
Revenue Clerk (Vacant)
Salaries Clerk Ms NN Mathenjwa
Payroll Officer Mrs M Villet-Smith
Financial intern
Expenditure Officer (vacant)
Creditors & Reconciliation Officer (Mr MM Ntshangase)
Financial Intern
Next Page

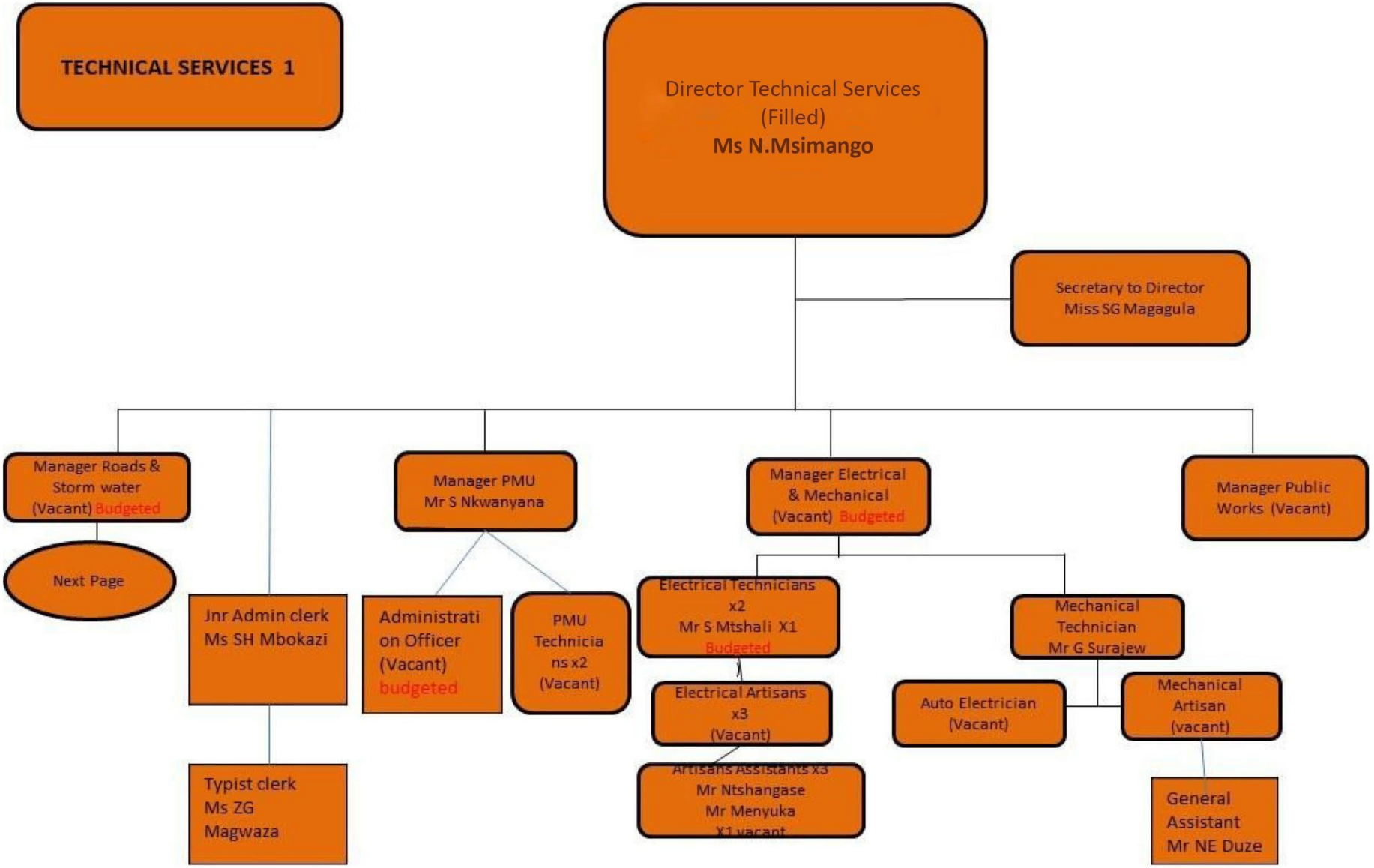

COMMUNITY SERVICES 1
Director Community Services
Mr BG Mhlongo
Secretary to Director Community
Miss Z Kunene
Licensing & Law Enforcement (Vacant)
Next page
Manager Emergency and Disaster
Mr AF Lushaba
Disaster Officer (Mr VW Makhunga)
Disaster Admin Clerk (Vacant)
Disaster Driver
Mr TF Gwambe
Fire Fighter Shift Leaders x4
(Vacant)
2x Budgeted
Fire Fighters x18
Mr SV Tsabedze
Mr MF Xaba
Mrs NT Ndlangamandla
Mrs N Ntshangase
Ms M Msezane
Mr BJ Ngobese
Mr M Shongwe
Mr VW Makhunga
Mr ZE Maziya
Mr N Ngema
Manager Thusong Centre
Mr TA Masondo
Thusong Admin Officer
vacant
Supervisor Hall Keeping
Miss TG Mbokazi
General Assistant Halls & Thusong x13
Mr ME Ntshangase
Ms NC Shamase
Ms LL Buthelezi
Ms SZ Shange
Mr PS mbhamali
Ms SN Buthelezi
Ms SM Ngwenya
Ms BV Mathebula
Ms TC Dlamini
Ms NV Gumbi
Manager Community Services (Vacant)
Budgeted
Manager Waste Environmental Services
(Vacant) Budgeted
Senior Librarian
Mrs BL Mkhize
Social Cohesion Coordinator (Arts & Culture)
(Vacant)
Librarians x2
Ms TP Masuku
1x vacant
Cyber Cadets x2
Mr DV Dlamini
1X Vacant
Budgeted
Assistant Librarians x2
Mrs PPE Xulu
Mr N Nhleko
Library Assistants x4
Mr ML Sibiya
Mrs SD Nkosi
2x vacant

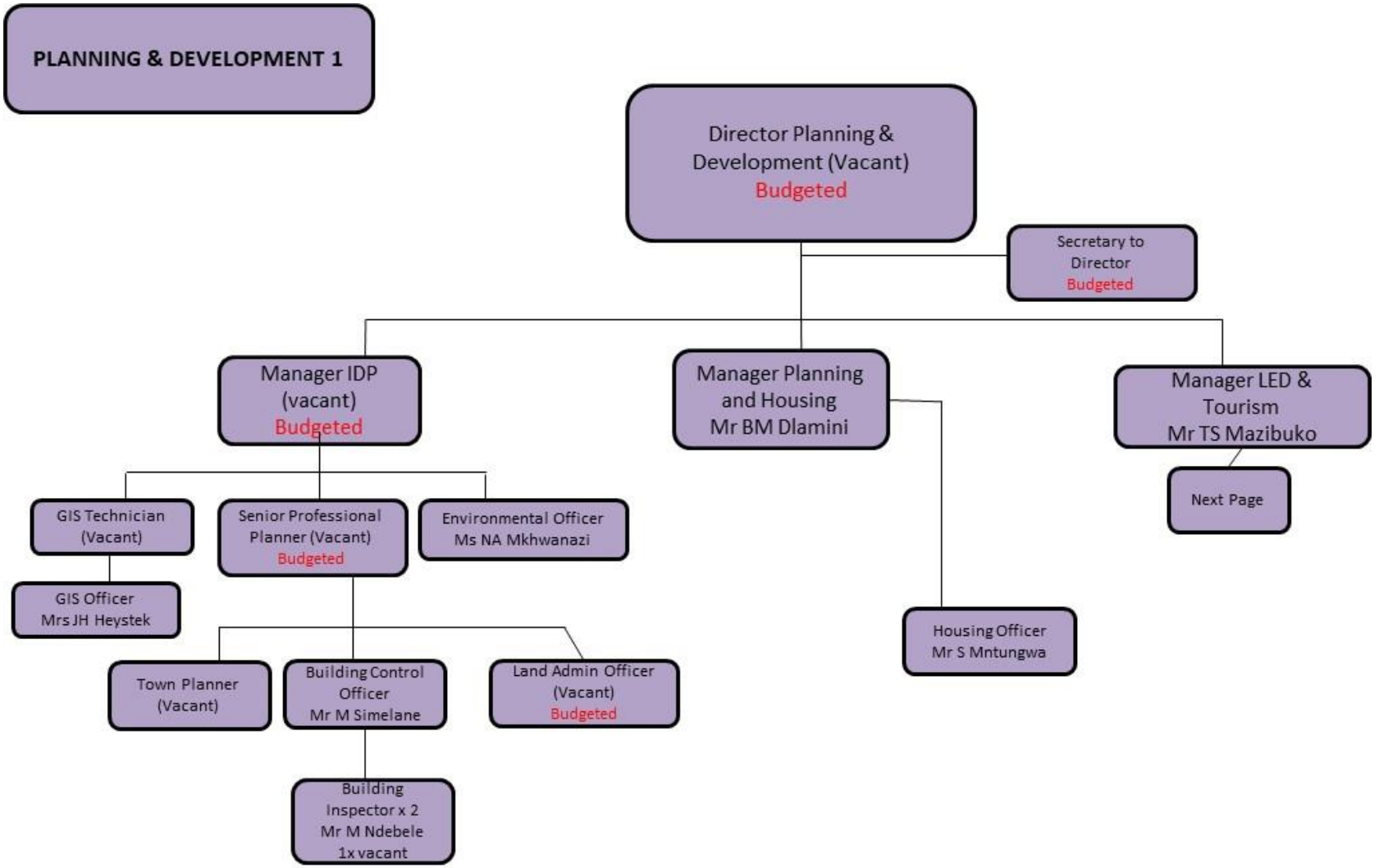

COMMUNITY SERVICES 2
Director Community Services (Mr BG Mhlongo)
Manager Waste Environmental Services (Vacant)
Waste Management Officer Mr OB Bhila
Supervisor Parks &Amenities JS Nkosi
Landfill Officer Mr SC Mavimbela
Tractor Drivers x5 Mr BA Sithole Mr SA Khumalo
Team Leader Brush cutter operators Mr ND Nxumalo
Refuse Removal General Assistant Mr P gama Mr S Nxumalo Mr M N DLOVU Mr V N gobese Ms L Khumalo Ms Z Gumbi Ms T Malunga Ms P masango Ms k Ntshangase Ms T Ntshangase Ms Z Ntshangase x11
Refuse Removal Truck Drivers x 3 Mr ZK Tshisali Mr SP Zulu (1x Vacant)
Team leaders- street sweepers (2x vacant)
Team leader- landfill (1x vacant)
Brush Cutters x14 Mr TC Mntungwa Mr SZ Ntshangase Mr SP Thabede 10x vacant
Team Leader GA Hawkers & public amenities Budgeted
Team Leader Cemeteries (vacant) Budgeted
Street Sweepers /Belgrade cemetary x10 Ms NI Buthelezi Ms KG Mavimbela Mr GP Makhubu Ms SB Dlamini Ms NP Nkwanayana Mr SP Sibeko Ms HN Zondo Ms TC Dlamini Mrs BV Mathebula Ms SM Ngwenya
Excavator Operator (vacant)
General Assistants Landfill site X5 vacant
General Assistants Hawkers stalls & public amenities x6 Mrs RM Limda Ms AT Nkomo Ms NE Rthabede Ms PK thabede Ms Dlamini
General Assistants Parks & Amenities Mr AS Buthelezi Mr JM mncwango Mr SA ntshangase Mr DF mncwango Mr B Mathe Mr SP Kunene Ms N Sithole
General Assistants Cemeteries Ncotshane/ Town/ Belgrade/ Magudu Mr G Mathe Mr VB Ntshangase Mr D Dlamini Mr SB Zwane Mr MB Masango Ms TC masuku Mr TI Masuku Mr VS Zwane Mr MW Masango Ms NG Zitha
TLB Driver (1x vacant) Tipper truck Driver (1x vacant)
Tractor Drivers X2 Mr TR Zwane Mr Matlala

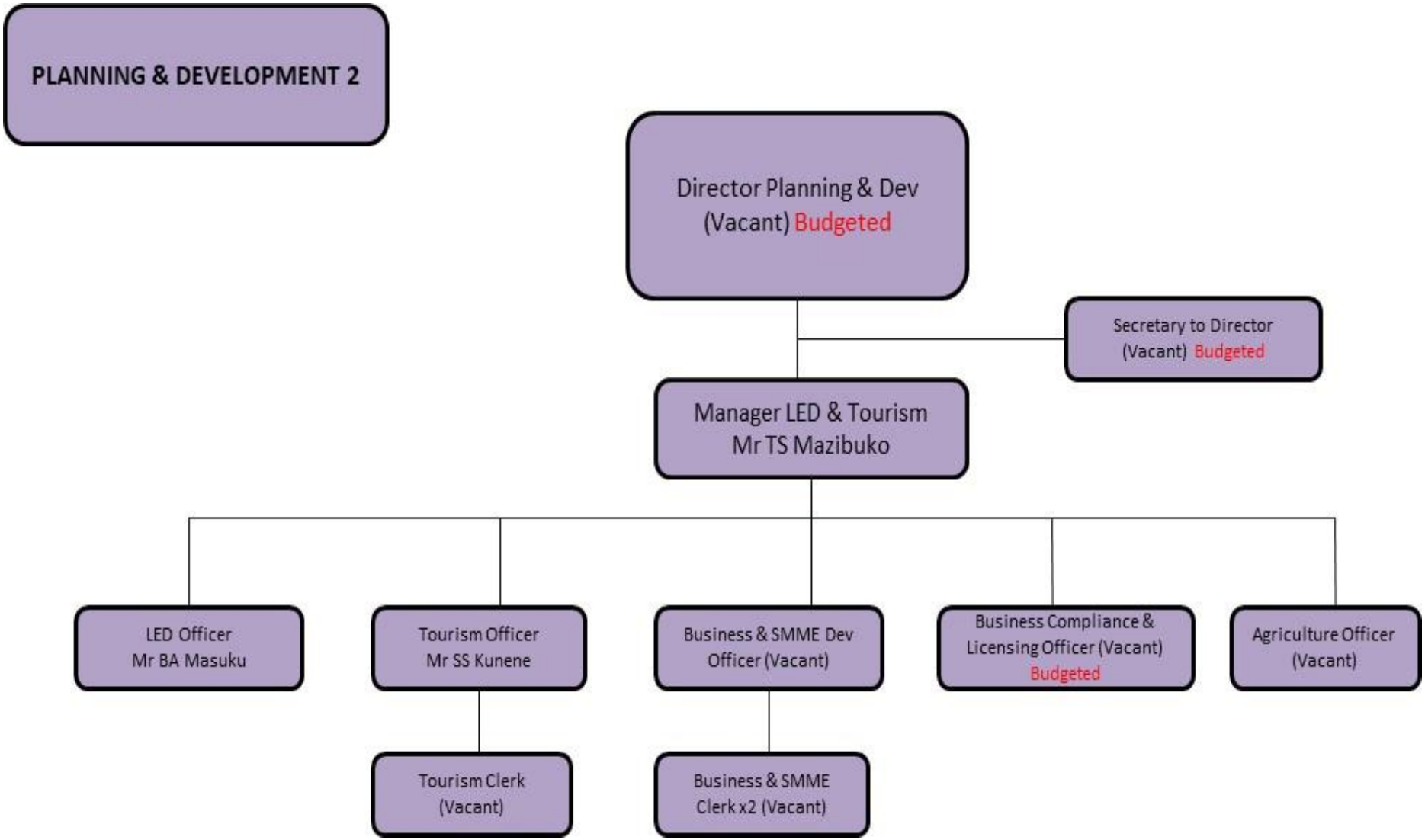

COMMUNITY SERVICES 3
Director Community Services (Mr BG Mhlongo)
Manager Protection Services (Mr SD Sithole)
Receptionist (Mis ZF Nzimande)
Superintendent Traffic & Law Enforcement Mr KE Simelane
Superintendent Licensing & Examination (vacant) Budgeted
Control Room Operator & Data Capture (Mr St Ndlovu)) x1 vacant
Assistant Superintendent Traffic Officer x3 Budgeted
Pound Master (Vacant)
Chief Licensing Officer Ms TSM Buthelezi
Superintendent Examiner VTS & DLTC
Team Leader Road Markings Mr HF Magagula
Traffic Officers Level two x12 Mr JB Mahlaba Mr BW Nkosi Mr KP Buthelezi Ms NN Hlatshwayo Mr KH Nkosi Mr MA Ndlangamandla Ms NP Gumede Mr SP Ntshangase
Traffic Wardens/ Peace Officers x2 Mr AN Myeni Mr V Mathabela
Pound Assistants x2 vacant
Herdsmen x2 vacant
Administrator vacant
Senior Licensing Officer Miss PL Magagula
Examiner Learners License x2 Budgeted
Examiner VTS x2 Budgeted
Examiner DLTC (Mr SJB Mpanza)
Roads Marking General Workers x6 Mr Z Ncube Mr MW Mthimkhulu Mr DT Myeni Mr ME Buthelezi 1X vacant
Traffic Wardens Level one x 4 Vacant Budgeted
E-Natis cashiers x5 Mrs ZB Nzima Mr SC Shongwe Miss WP Masina Miss FS Mthembu Miss ZB Ndlangamandla
Examiner LCU x1 Mr BD Nhleko
Pit Yard Assistant Mr SS Msezane DT Myeni ZQ Ncube

YOUTH DEVELOPMENT SERVICES 1




TECHNICAL SERVICES 1
Director Technical Services
(Filled)
Ms N.Msimango
Secretary to Director
Miss SG Magagula
Manager Roads & Storm water (Vacant) Budgeted
Next Page
Jnr Admin clerk
Ms SH Mbokazi
Typist clerk
Ms ZG Magwaza
Manager PMU
Mr S Nkwanyana
Administrati on Officer (Vacant) budgeted
PMU Technicia ns x2 (Vacant)
Manager Electrical & Mechanical (Vacant) Budgeted
Electrical Technicians x2
Mr S Mtshali X1
Budgeted
Electrical Artisans x3
(Vacant)
Artisans Assistants x3
Mr Ntshangase
Mr Menyuka
X1 vacant
Manager Public Works (Vacant)
Mechanical Technician
Mr G Surajew
Auto Electrician
(Vacant)
Mechanical Artisan
(vacant)
General Assistant
Mr NE Duze


PLANNING & DEVELOPMENT 1
Director Planning & Development (Vacant) Budgeted
Secretary to Director Budgeted
Manager IDP (vacant) Budgeted
Manager Planning and Housing Mr BM Dlamini
Manager LED & Tourism Mr TS Mazibuko
Next Page
GIS Technician (Vacant)
Senior Professional Planner (Vacant) Budgeted
Environmental Officer Ms NA Mkhwanazi
GIS Officer Mrs JH Heystek
Housing Officer Mr S Mntungwa
Town Planner (Vacant)
Building Control Officer Mr M Simelane
Land Admin Officer (Vacant) Budgeted
Building Inspector x 2 Mr M Ndebele 1x vacant


PLANNING & DEVELOPMENT 2
Director Planning & Dev
(Vacant) Budgeted
Secretary to Director
(Vacant) Budgeted
Manager LED & Tourism
Mr TS Mazibuko
LED Officer
Mr BA Masuku
Tourism Officer
Mr SS Kunene
Business & SMME Dev
Officer (Vacant)
Business Compliance &
Licensing Officer (Vacant)
Budgeted
Agriculture Officer
(Vacant)
Tourism Clerk
(Vacant)
Business & SMME
Clerk x2 (Vacant)

Municipal Powers and Functions

The Constitution of the Republic of South Africa Act 108 of 1996, Schedule 4, Part B, read together with Section 152 thereof, and containing the objects of local government vests the powers and functions in a local municipality. Municipal transformation and institutional development relate to a fundamental and significant change pertaining to the way that municipalities perform their functions, allocation of resources and institutional strategies which are implemented to ensure optimum results in service delivery to the communities. It is envisaged that transformation and institutional development shall be seen to take place when the following is addressed as part of the Municipality's strategic planning and direction.

The Municipality has the functions and powers assigned to it in terms of Sections 156 and 229 of the Constitution (Act 108 of 1996). Chapter 5 of the Local Government Municipal Structures Act, Act 117 of 1998 clearly defines these functions and powers vested in a local community;

- To provide democratic and accountable government for local communities;
- To ensure provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

The table below indicates which functions are performed by the uPhongolo Municipality in respect of its relationship with the Zululand District Municipality under which the Municipality falls.

Figure 75: Table Showing uPhongolo Municipality's Functions in Relation to those of the Zululand District Municipality.

Zululand District Municipality and Local Municipalities		
District Municipal Functions	**Shared Functions District and Local**	**Local Municipal Functions**
Potable Water Supply	Fire Fighting services	Air Pollution
Sanitation Services	Local Tourism	Building regulations (National Building Regulations)
Electricity Reticulation	Municipal Airports	Child Care Facilities
Municipal Health Services	Municipal Planning	Pontoons, Ferries, Jetties, Piers and Harbours
Regional Airport	Municipal Public Transport	Storm Water Management System in Built up areas
	Cemeteries, Funeral Parlours and Crematoria	Trading regulations
	Markets	Beaches and Amusement Facilities
	Municipal Abattoirs	Billboards and the Display of advertisement in Public places
	Municipal Roads	Cleansing
	Refuse Removal, Refuse Dumps and Solid Waste	Control of Public Nuisances
	Cemeteries, Funeral Parlours and Crematoria	Facilities for the Accommodation, Care and Burial of Animals
		Fencing and Fences
		Licensing of Dogs
		Local amenities
		Local Sport Facilities
		Municipal Parks and Recreation
		Noise Pollution
		Pounds
		Public Places
		Street Trading
		Street Lighting
		Traffic and Parking

3.13.3 Filling of Critical Posts (MM & Section 56 Positions)

The organogram shows an overview of the municipal administrative structure which has been approved by Council. The Municipality consists of six main departments vis-à-vis Corporate Services, Budget and Treasury, Community Services, Technical Services, Planning and LED Department as well as the Office of the Municipal Manager.

The following positions have since been filled respectively:

POSITION	INCUMBENT	STATUS
Municipal Manager:	Mr W.M. Nxumalo	Filled
Chief Financial Officer	Mr J.V.Nkosi	Filled
Director Community Services:	Mr B.G. Mhlongo	Filled
Director Technical Services	Ms N.Msimango	Filled
Director Corporate Services	Mr B.A. Mkhonza	Filled
Director Planning and LED	Vacant	The post has been advertised and interviews have been conducted

The Municipality is in the process of finalising the appointment of the Director: Planning and LED position will be filled during course of the 2019/2020 financial year as all Section 56 posts are considered as critical posts.

The key challenge that the Municipality is faced with is the attraction and retention of skilled senior management staff (S54/56). The filling of vacancies has been prioritised to enhance the vacancy rate while the staff cost effect on the overall OPEX (Operating Expenditure) is being monitored to ensure that it does not exceed the ratio of 40% of OPEX.

The seven municipal departments perform the functions as depicted in the table below:

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	▪ Communication s ▪ Internal Audit & Risk Management ▪ Corporate Governance and Administration ▪ Political Support ▪ IDP and PMS ▪ Special Programmes ▪ Back-to-Basics Programme ▪ Public Participation & OSS

Corporate Services	▪ Human Resource Management, Human Resource Development Strategy and Implementation Plan ▪ Administration ▪ Legal Services ▪ ICT Management ▪ Council Support & Auxiliary Services
Community Services	▪ Protection Services and Law Enforcement ▪ Disaster Management ▪ Parks, Sports and Recreation ▪ Waste Management ▪ Library Services ▪ Arts and Culture (Social Cohesion)
Technical Services	▪ Roads & Storm Water ▪ Electrification ▪ Infrastructure/Capital Projects ▪ Operations & Maintenance ▪ Human Settlements Projects ▪ Project Management
Budget and Treasury	▪ Revenue Management ▪ Expenditure Management ▪ Supply chain Management ▪ Asset Management ▪ Budget and Treasury Office ▪ Financial Reporting
Planning and LED Department	▪ Integrated Development Planning ▪ Municipal Planning (Urban and Rural) ▪ Performance Management ▪ Local Economic Development & Tourism ▪ Building Regulation ▪ Environmental Management
Youth Development Services	▪ Sports Development ▪ Youth Development

3.14 Council Adopted Plans

3.14.1 Council Adopted Employment Equity Policy and Plan

UPhongolo Municipality currently has a Council approved Employment Equity Policy and Plan. An Employment Equity Report was submitted to the Department of Labour on 15th January 2019. The purpose of this policy is to continuously create an environment that permits equal opportunity for advancement, in order to redress past imbalances and to improve the conditions of individuals and groups who have been previously disadvantaged on the grounds of race, gender and disability.

Application of EEP in uPhongolo

The policy is applicable to all officials of uPhongolo Municipality who are appointed in terms of the Municipal Systems Act and who fall within the scope of Local Government Bargaining Council including those that are appointed on the fixed term contract (Section 54 & 56 employees).

Implementation of EEP

The Employment Equity Policy and Plan are primarily seen as a Human Resources Development Action and not merely as an employment measure.

- Special attempts have been made to promote internal staff from identified groups in vacant posts, keeping the merit principle in mind. For this purpose, career planning is essential.
- Development and training of personnel from designated groups are being done in terms of present and future vacant posts in line with the guidance by the individual's direct supervisor.
- Departmental and Section Heads are held directly responsible for the training and development of their subordinates, in particular those who come from designated groups.

- Active participation of top management (i.e. Municipal Manager, Heads of Departments and Human Resources) is vital for the success of this program.
- Personnel recognise their role and responsibility in respect of their own respective development.

- All formal and informal discrimination based on race, colour, gender, ethnic or social origin, religious or political conviction, age, sexual orientation, disability or disadvantaged background and so forth are being eradicated.
- Organisational Policy, structures and procedures must be adapted where necessary to facilitate Employment Equity.

Objectives, Action Plans and Timetables

The main principle of Employment Equity should be seen as an endeavour to promote representation of the relevant labour market in our employment.

The nature of the relevant labour market (this is the availability of people who possess the necessary qualifications and experience and/or who are willing and able to obtain the relevant experience and qualifications), as well as the specific circumstances of the organisation (e.g. the nature of the client for whom services are rendered), are taken into cognisance with monitoring and evaluation of the extent to which integrated service rendering has been affected.

Realistic and acceptable objectives require the following: -

(a) research in respect of the size, composition and nature of the relevant labour market;
(b) analysis of the composition of the internal labour market, e.g.:

- to what extent does integrated employment exist, relative to the various functions and levels in the organisation; and
- what is the attitude of personnel in respect of Employment Equity and to what extent do discriminatory attitudes, practices and procedures and barriers exist?

(c) analysis of the organisation in respect of sections where Affirmative Action enjoy priority and/or where Affirmative Action can be implemented readily, e.g. which posts can or must be identified for Affirmative Action and in which area is the staff turnover the highest?
(d) Affirmative Action objectives are determined in consultation with Departmental and Section Heads;

(e) Broad numerical objectives in respect of various groups who are subject to Affirmative Action are determined for the various categories of posts; levels and sections in the organisation for specific periods of time are also determined.

The uPhongolo Municipality Employment Equity Policy and Plan are annexed hereto for ease of reference.

3.14.2 Workplace Skills Plan (WSP)

uPhongolo Municipality has developed its Workplace Skills Plan for the current financial year and the plan describes the Municipality's training and skills development strategy that aids the Municipality to meet its overall objectives and targets. The uPhongolo Municipality Workplace Skills Plan was developed in order to provide the Municipality with a structured plan which helps the Municipality in ensuring that skills development is encouraged and is affected as planned. The Workplace Skills Plan provides the uPhongolo Municipality with critical quantitative and qualitative information that enables it to:

- understand the profile and composition of the departments;
- determine skills requirements and priorities across the departments;
- develop a clear picture of areas where there is a high demand for skills development – pin-pointing areas where Learnerships and Skills Programmes should be developed.

uPhongolo Municipality consults with its six departments and the Local Labour Forum when compiling its Workplace Skills Plan. The Municipal Workplace Skills Plan has since been approved by Council and to be submitted to LGSETA on the 30 April 2019, a copy of the WSP 2019/2020 is attached. The quality of employees and their development through training and further education are major factors in determining long–term organisational goals and objectives. Investing in employee skills and development increases productivity levels to achieve the mission and vision of the Municipality as envisioned in the IDP.

The purpose of training and development is to emphasize growth and development of personnel, thereby creating a pool of readily available and adequate replacement for personnel who may leave

or are promoted within the organisation. Further, this enhances the Municipality's ability to adopt and use technology optimally because of sufficiently knowledgeable staff.

The benefits of capacitated municipal staff within the uPhongolo Municipality are, *inter alia*:

- Boosting the morale of staff;
- An efficient and effective, highly motivated team;
- Increased productivity;
- Decreased need for supervision; and
- Reduced absenteeism in the workplace.

A training committee is established and comprised of representatives from the municipal departments. The training committee meets on a quarterly basis in order to re-evaluate the training needs and report on the implementation plan. A comprehensive Workplace Skills Plan report encompassing the expenditure report detailing the staff trained is annexed hereto for ease of reference.

Recruitment and Selection Policy

The Council of uPhongolo Municipality approved a Recruitment and Selection Policy (a copy of which are attached herewith for ease of reference). This policy is being implemented and reviewed on an annual basis.

Retention Policy

The Council of uPhongolo Municipality approved a Retention Policy (copies of the Retention Policy and Council Resolution are herewith attached). This policy is being implemented and shall be annually.

3.14.2.1 Implementation of EEP And WSP (Training, Recruitment and Staff Retention)

In as far as the implementation of EEP and WSP uPhongolo Municipality has established an Employment Equity Committee and the Training Committee. The terms of reference meant to guide the operation of these committees are in place. The functions of the committees are as follows:

- Develop and ensure implementation of an Employment Equity and Affirmative Action Policy;
- Undertake a statistical profile analysis of the Municipality;
- Review/audit all Employment Policies, Practices and Procedures;
- Monitor the implementation of the Employment Equity Plan;
- Review and monitor departmental targets established for Employment Equity purposes and make recommendations should the targets be deemed to be inadequate or over ambitious;
- Monitor the applicability of the Employment Equity Policy and make amendments should this be deemed essential;
- Monitor recruitment and placement decisions, both internal and external, and debate these decisions should they be considered to be unfair, biased or improperly managed;
- Monitor the training of the Committees in the following areas:

    - ⇨ Recruitment/Selection;
    - ⇨ Assessment Criteria;
    - ⇨ Personal Development Planning;
    - ⇨ Teamwork;
    - ⇨ Problem Solving;
    - ⇨ Negotiation skills; and
    - ⇨ Mentor development.

    - The Committee may suggest additional areas of training should they be required;
    - Monitor the application of personal development programmes within the Municipality;
    - Monitor the extent and application of the training and development budget and make recommendations in this regard;
    - Monitor the establishment of a mentoring process throughout the Municipality and the implementation of career path and succession planning; and
    - Monitor the implementation of the agreed actions as set out in the Employment Equity Plan.

3.14.3 ICT Policy Framework

The Municipality has the following Information Communication Technology Policies namely: -

- ICT Master System Plan;
- Information Systems Security and ICT Usage Policy;
- Disaster Recovery Plan;
- ICT Governance Framework;
- Business Continuity Plan;
- ICT Risk Management Framework; and
- ICT Patch Management Policy.

These policies were approved by the Council on 7th December 2016. The Municipality has since established an ICT Steering Committee with the following appointed members who oversee the implementation of the ICT policies.

Figure76: Table Showing Members of the ICT Steering Committee

Member	Designation
Mr W.M. Nxumalo	Municipal Manager (Chairperson)
Ms S.S.P. Simelane	Acting Director Corporate Services
Mr B.G. Mhlongo	Director Community Services
Mr J.V. Nkosi	Chief Financial Officer
Mr M.C. Mdluli	Risk and Performance Manager
Mrs Z.J. Enslin	Desktop Technician
Mr S. Nxumalo	SIGMA-IT (IT Support)

Information Communication Technology is a function of the corporate services department tasked with ensuring that the Municipality utilizes information and technology efficiently and cost-effectively to assist decision making in working pertaining to service delivery. This committee meets quarterly.

3.15 Institutional Development and Transformation SWOT Analysis

Figure 77: Table Showing SWOT Analysis: Institutional Development and Transformation

STRENGTHS	**WEAKNESSES**
PMS Policy in place Policies are in place: -Human Resources Strategy and Plan, -Employment Equity Policy and Plan in place -Employment Equity and Training Committee established -Batho Pele Policy and Service Delivery Improvement Plan -Skills Audit in place Council approved organogram Good working relations between administration and political leadership Available resources for capacity building (staff and councillors)	compliance with government notice no: 37245 LLF not capacitated Job evaluation process
OPPORTUNITIES	**THREATS**
Support from sector departments (COGTA, LG-SETA, SALGA and Public Works)	Political instability Appointment of unUnqualifiedpersonnel

Municipal Challenges and Interventional Measures

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
	CHALLENGE	**INTERVENTION**
	Outdated policies	Review and develop all applicable policies
	Job descriptions not signed and agreed by all parties	Review and update job descriptions for all posts in the Organogram
	Financial declarations not done annually by employees and Councillors	Issue circular/memo to all employees to submit their declarations. Write Council item to Council to remind Councillors to submit their declarations
	Staff conduct (absenteeism, failure to follow protocol, poor work commitment) is not per legislated Code of Conduct	Workshop all staff on the employee Code of Conduct
	Shortage of staff	Prioritise and fill critical vacant post, taking into cognisance the set threshold
	High staff cost to OPEX	Encourage employees close to retirement to consider early retirement.
		To conduct employee verification to curb the scourge of "ghost" employees
		Prepare monthly payroll for submission to unit supervisors for verification and signing
		Installation of electronic clocking system to municipal offices
	Resolution register not updated	Update resolution register
	Work overload for the two committee officers	To consider the options of sourcing suitable personnel internally
	Agenda not delivered timeously	To develop an annual calendar for all Council committee meetings and adhere to same accordingly.
		Provision of laptops for all Councillors.
	ICT function outsourced with only one junior employee	Filling of critical posts for ICT Unit
	No off-site information backup done (site/storage)	Budget and identify site for back-up purposes
	No website update	Update the new Website and close the previous website domain immediately
	Outdated firewall and other computer licenses	SCM to follow on procurement of licenses.
	Inadequate office space	To budget for planning and designs and re-submit to Treasury. To re-negotiate lease agreement with

		IEC and get and office to assist the community with proof of residents.
	No back-up power generator	To be included in the adjustment budget.
	Unattractive reception area	Move the reception to where there is a Tourism desk so as to revamp the reception.
	No file plan	Review and approve the File plan
	Shortage of personnel for record management	Appointment of a Senior person so as to ensure implementation OF File plan and proper record management.

SECTION E:
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT: SITUATIONAL ANALYSIS

4 Basic Service Delivery and Infrastructure Development: Situational Analysis

4.1 Water

4.1.1 Water Services Authority

uPhongolo Municipality is a local municipality forming part of the Zululand District Municipality and it is, therefore not a Water Services Authority. Instead, the Zululand District Municipality is the one mandated by the Water Services Act to be the Water Services Authority in respect of all area under its jurisdiction.

4.1.2 Review of Zululand DM Water Services Development Plan

A Water Services Plan has been developed and is reviewed on an annual basis. The RDP standard for water supply (and the ultimate goal for water provision) is 25l/person/day within 200m walking distance. Notwithstanding the above, a rudimentary water supply process is currently underway to expedite the supply of water to all by ensuring that each settlement shall have access to a minimum of 5L/person per day within 800m radius of the home. The last review of the Water Services Development Plan was done in June 2018.

Free Basic Water

In line with the provisions of the Local Government: Municipal Systems Act, 2000, Section 74(1) a the Council of the Municipality is required to adopt and implement a tariffs poliy in respect of the levying of fees for municipal services. In terms of section 74(2)(c) of the Act, the tariff policy has to reflect, inter alia, the principle to the effect that poor households must have access to at least basic services through (i) tariffs that cover only operating and maintenance costs, or (ii) special tariffs of life-line tariffs for low levels of use or consumption of services or fore basic levels of service, or (iii) any other direct or indirect method of subsidization of tariffs for poor households.

Owing to the level of unemployment and resultant poverty in the municipal area, there are households which just cannnot afford to pay for normal services. Consequently, the Zululand District Municipality has adopted a **Free Basic Water Services Policy**, as part of the WSDP, as follows:

- All households will receive six kilolitres of portable water free of charge for domestic use.
- Industrial, commercial and institutional consumers do not qualify for free basic services.
- All water supplied from standpipes and rudimentary systems will be free.
- Households where verified total gross monthly income of all occupants over 18 years of age does not exceed the amount determined by Council per month i.e. two current monthly social assistance.
- grant payable per person by the Department of Social Development will qualify for a subsidy on service charges for water as set out.

The following table elucidates the policy further:

Figure 78: Table Showing the Water Services Policy as Part of the WSDP

Service Level Number	Level of Water Services	Definition	Free Basic Water Policy
DW1	Full pressure conventional house connection	Direct unrestricted full pressure (24m) connection to the reticulation system, metred and billed.	Stepped block tariff (with first block at zero charge free to all households)
DW2	Yard tank (RDP standard)	Restricted (to 200l per day) individual erf connection with tank in yard	All water at no charge
DW3	Communal street tap (RDP standard)	Unrestricted full pressure standpipe not further than 200m from dwellings (shared by a number of consumers)	All water at no charge
DW4	Rudimentary system	Formalised supply: -Boreholes equipped with hand pump Protected spring Communal standpipe further than 200m from dwellings	All water at no charge

Source: WSDP 2015

Figure 79: Table Showing the Free Basic Sanitation Policy as Part of the WSDP:

Service Level Number	Level of Sanitation Service	Definition	Free Basic Sanitation Policy
DS1	Water borne sewage	Unrestricted connection to municipal sewerage system	Included in free basic water allocation
DS2	Septic tank or similar facility	On-site disposal (self-treatment)	No charge
DS3	Conservancy tank	Localized sewage temporary storage facility	No charge to selected households in specific areas as determined by the municipality, aligned to free basic water policy for service level DW4
DS4	Ventilated improved pit (VIP) latrine	Dry pit with sufficient capacity on-site disposal based on set standards	No charge

Source: WSDP 2015

The developmental approach and motivation for the various levels of service offered by the Zululand District Municipality is explained in the policy. The free basic services policy is based on the same approach and is also subject to affordability and economic viability, so the Municipality may review the policy based on practical realities with regard to consumption and financial viability of metering and billing from time to time.

The municipality is aware that consumption in rural areas is steadily increasing. To measure consumption in unmetered zones, the municipality uses the water balance to determine consumption. Although the free basic water policy is implemented and no metering is intended in these zones immediately, the financial viability threshold (based on consumption and costs) will determine whether and when metering and/or billing may be introduced.

The Zululand District Water Services Plan gives a clear indication as to where and when water infrastructure will be provided in the District. It provides a clear indication of what amount of water capital infrastructure will be provided when and at what cost and during which year.

There are two main programmes that are utilized for the implementation of water and sanitation services. The Department of Water Affairs and Forestry provides funding for specifically water and sanitation infrastructure development. The Municipal Infrastructural Grant funds various infrastructure projects, not only limited to water and sanitation, but will exclusively be utilized by the ZDM for water and sanitation infrastructure provision during the next 5 years.

Sanitation in the rural areas is being provided in the form of dry-pit VIP toilets and the strategy is to implement these simultaneously with the roll-out of water services. This ensures a more effective impact with health and hygiene awareness training.

The following should be noted:

- Rudimentary water supply provides 5l per capita per day within a distance of 800m.
- RDP water supply roll-out (Regional Water Supply). Provides for 25l per capita per day within a distance of 200m.
- Rural Sanitation to the RDP standard of 1 dry-pit VIP per household.

4.1.3 Water Services Development Plan Link

The Water Services Development Plan link is herewith provided for ease of reference:
https://www.google.co.za/search?q=zululand+water+services+wsdp&rlz=1C1EJFA_enZA684ZA684&oq=zululand+water+services+wsdp&aqs=chrome..69i57.17520j1j9&sourceid=chrome&ie=UTF-8

4.1.4 Water Services Development Plan Annexure

An annexure in respect of the Water Services Development Plan has not been attached herewith as this is not applicable as it is catered for by the link provided in 4.1.3 above.

4.1.5 Zululand District Municipality As A Water Services Authority

At this juncture it needs to be reiterated that the uPhongolo Municipality is not the Water Services Authority for its area since it falls under the jurisdiction of the Zululand District Municipality which is duly mandated tobe the Water Services Authority in terms of the Water Services Act.

4.1.6 Date Of Last Review Of WSDP

The current Water Services Development Plan review in use in Zululand District Municipality was last reviewed in June 2018.

4.1.7 Operations And Maintenance Plan For Water And Sanitation

The Zululand District Municipality does have an operations and maintenance plan for water and sanitation which is used as fulfilment of their core functions as a District Municipality. The plan entails, *inter alia*:

- Its development was agreed upon by the all stakeholders prior to the facilities being completed so that the affected municipalities are aware of maintenance implications and the various options such as availability and affordability. To this end therefore the affected municipalities shall be in good stead to make informed decisions in this regard.
- The plan clearly defines responsibilities and monitoring.
- The plan allows for easy diagnosis and reporting of challenges or problems in order to ensure that those problems that pertain to Operations and Maintenance might be discovered so as to avoid negative impact.

The Operations and Maintenance Plan for Water and Sanitation for 2019/2020 was adopted by Council in 2019 financial year and the Operations and Maintenance Plan shall be implemented as per Council approved budget.

4.1.8 Status Of The Water Services Authority's Operations And Maintenance Plan

The Water Services Authority's (Zululand District Municipality) Operations and Maintenance Plan is being implemented as per Council approved budget. The Operations and Maintenance Plan for Water and Sanitation for 2019/2020 was adopted by Council in March 2019.

4.1.9 Status Of The Infrastructural Backlogs, Needs And Priorities

The status of the infrastructural backlogs, needs and priorities for water and sanitation can be summarised as follows:

Figure 80: Summary of the status of service delivery to ZDM and its LMs (2016 Census Stats)

Municipalities	No. of Households	Water		Sanitation		Refuse removal		Electricity	
		Households Serviced	%	Households Serviced	%	Households Serviced	%	Households Serviced	%
Zululand	**157748**	**83978**	**53%**	**82569**	**52%**	**32274**	**20%**	**110055**	**70%**
eDumbe	16138	10400	64%	11570	72%	3344	21%	10127	63%
uPhongolo	**28772**	**15026**	**52%**	**12334**	**43%**	**5563**	**19%**	**21004**	**73%**
Abaqulusi	43299	30604	71%	25590	59%	17985	42%	31223	72%
Nongoma	34341	9435	27%	12088	35%	1461	4%	21851	64%
uLundi	35198	18513	53%	20988	60%	6922	20%	25850	73%

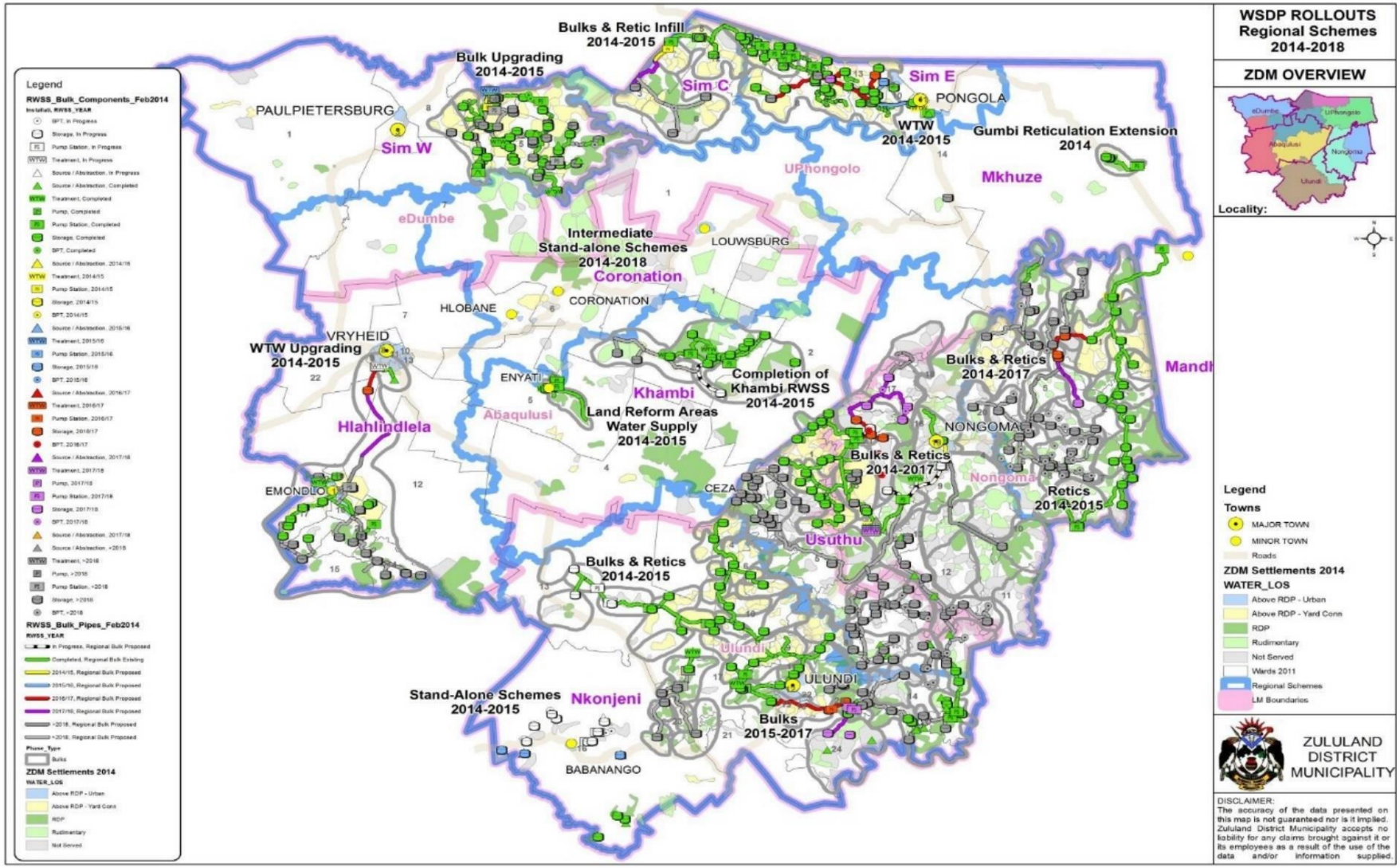
Regional Water Schemes

There are 10 regional water schemes that have been developed to roll-out water supply to the entire Zululand District Municipality). The schemes are listed hereunder and depicted in the map immediately below:

- Coronation
- Hlahlindlela
- Khambi
- Mandlakazi
- Nkonjeni
- Simdlangentsha East (uPhongolo)
- Simdlangentsha Central
- Simdlangentsha West
- Usuthu
- Candover

Each regional scheme footprint has a sustainable water source from where infrastructure is being rolled out progressively to all households within the supply area. The supply footprints have been identified such that water can be provided to all households within the area in a sustainable manner and at the lowest possible cost (R/kl).

Figure 81: Zululand District Municipality Regional Schemes Rollout-2014 to 2019



The Zululand District Municipality Water Services Development Plan (WSDP) categorises the types of water services provided
as follows:

- All households receive six kilolitres of portable water free of charge for domestic use;
- Industrial, commercial and institutional consumers do not qualify for free basic services; and
- All water supplied from standpipes and rudimentary systems is free.

The Water Network depicts the locality of informal water extraction points such as boreholes and other abstraction points as well as the formal reticulation networks in local municipalities under the ZDM jurisdiction. The areas of Pongola, Ncotshane and Belgrade have the highest level of services, with a fairly high standard of provision all along the N2

between Belgrade and Pongola. A large number of households are situated in excess of 1km from the nearest water source, or abstraction point. These areas should be earmarked for focused infrastructure investment to ensure accessibility to water.

The Zululand District Municipality Ravaged by Drought

The drought-stricken Zululand District Municipality has been declared a provincial disaster area. Yet, the very District Municipality carries the responsibility to provide water to local municipalities under its jurisdiction. Obviously, the drought has placed tremendous strain on the both the District Municipality and its local municipalities including uPhongolo Municipality.

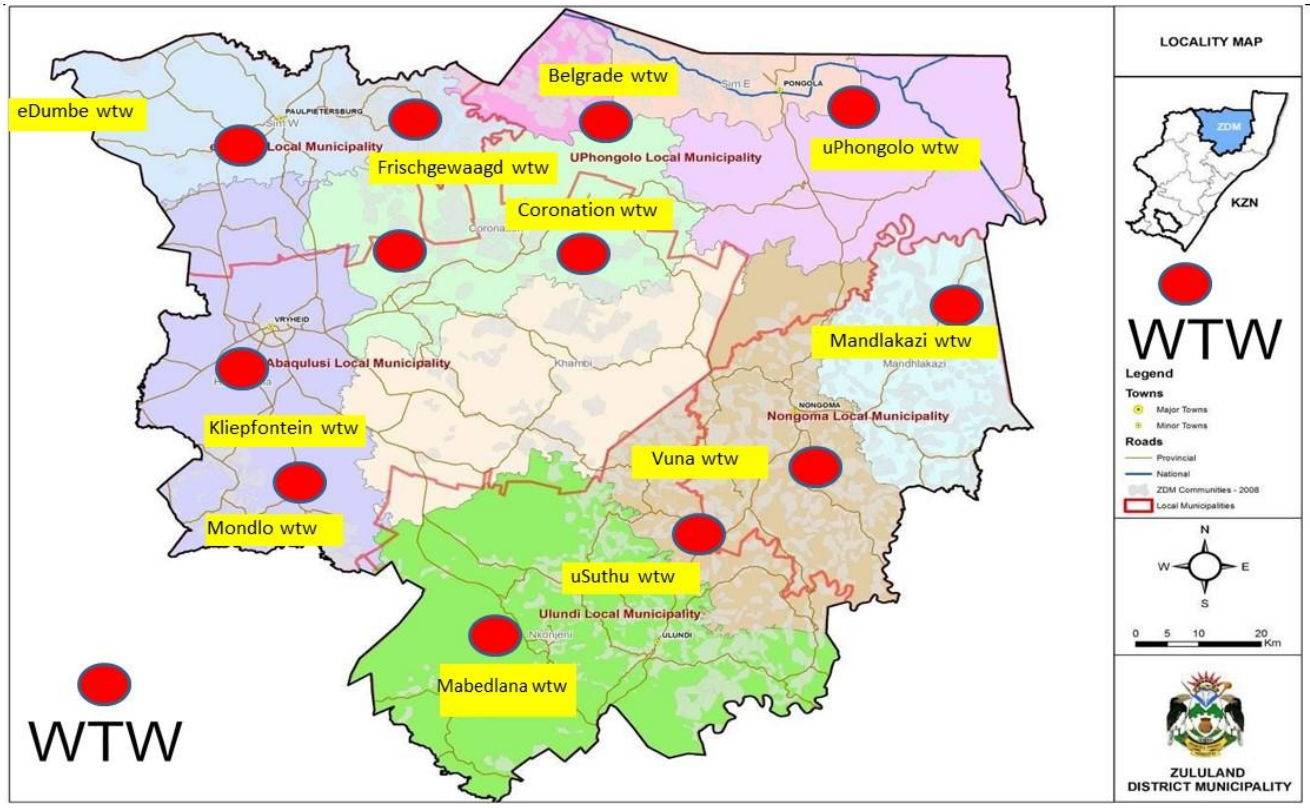
The provision of adequate water supply across the entire district is crucial. The District relies on both surface and ground water in achieving water delivery goals. Unfortunately, drought has impacted negatively in water provision and four out of five towns in the Zululand District Municipality are in dire need of water provision. Both Black and White Mfolozi Rivers have run dry and all water supply schemes extracting water from the two water sources mentioned lack of production and consequently, the provision of water services has been impaired.

Pictures below show the extent of the drought within the Zululand District Municipality

As part of the endeavour to arrest the impact of the drought within the Zululand District Municipality a Business Plan was developed in order to source funding. All Local Municipalities were requested for inputs on the draft Business Plan by February 2015. The Business Plan received approval after it had been tabled before the respective Municipal Managers Forum and the Mayors Forum in the Zululand District.

An amount of R37, 5m was allocated as a drought grant to the Zululand District Municipality by the Department of Water and Sanitation and was split among all the Local Municipalities to benefit. The funding was spent on, *inter alia*, spring protection, drilling of boreholes as well as the refurbishment of the existing water schemes as the main deliverables under the drought grant. Much has been achieved even though the crisis suggests that more funding is required to overcome the water shortages. A second Business Plan requesting additional funding has since been submitted to the Department of Water and Sanitation and is awaiting approval.

Figure 82: The spatial distribution of water treatment works in Zululand.



The map above and the table below demonstrate the functional capacity of the water treatment works as a result of the protracted drought. It must be emphasised that these figures are as of November 2015.

LOCAL MUNICIPALITY	WATER TREATMENT FACILITY NAME	WATER SOURCE
eDumbe	eDumbe	eDumbe Dam
eDumbe	Frischgewaagd	uPhongolo River
Abaqulusi	Klipfontien	Klipfontein Dam
Abaqulusi	Mondlo	Mvunyana Dam
uPhongolo	Belgrade	Monzana Weir
Ulundi	Mabedlana	White Mfolozi
Nongoma (Usuthu)	Vuna/Vukwana	Vuna Dam
Nongoma (Mandlakazi)	Mandlakazi	Jozini
Nongoma	Usuthu	Black Mfolozi
uPhongolo	uPhongolo	uPhongolo River
Ulundi	Mabedlana	White Mfolozi
Abaqulusi	Khambi	Khambi
Abaqulusi	Coronation	Coronation Dam
Abaqulusi	eNyathi	Spring
RISK CATEGORY	HIGH (0 -25%)	MODERATE (25 – 50%)	LOW (>50%)

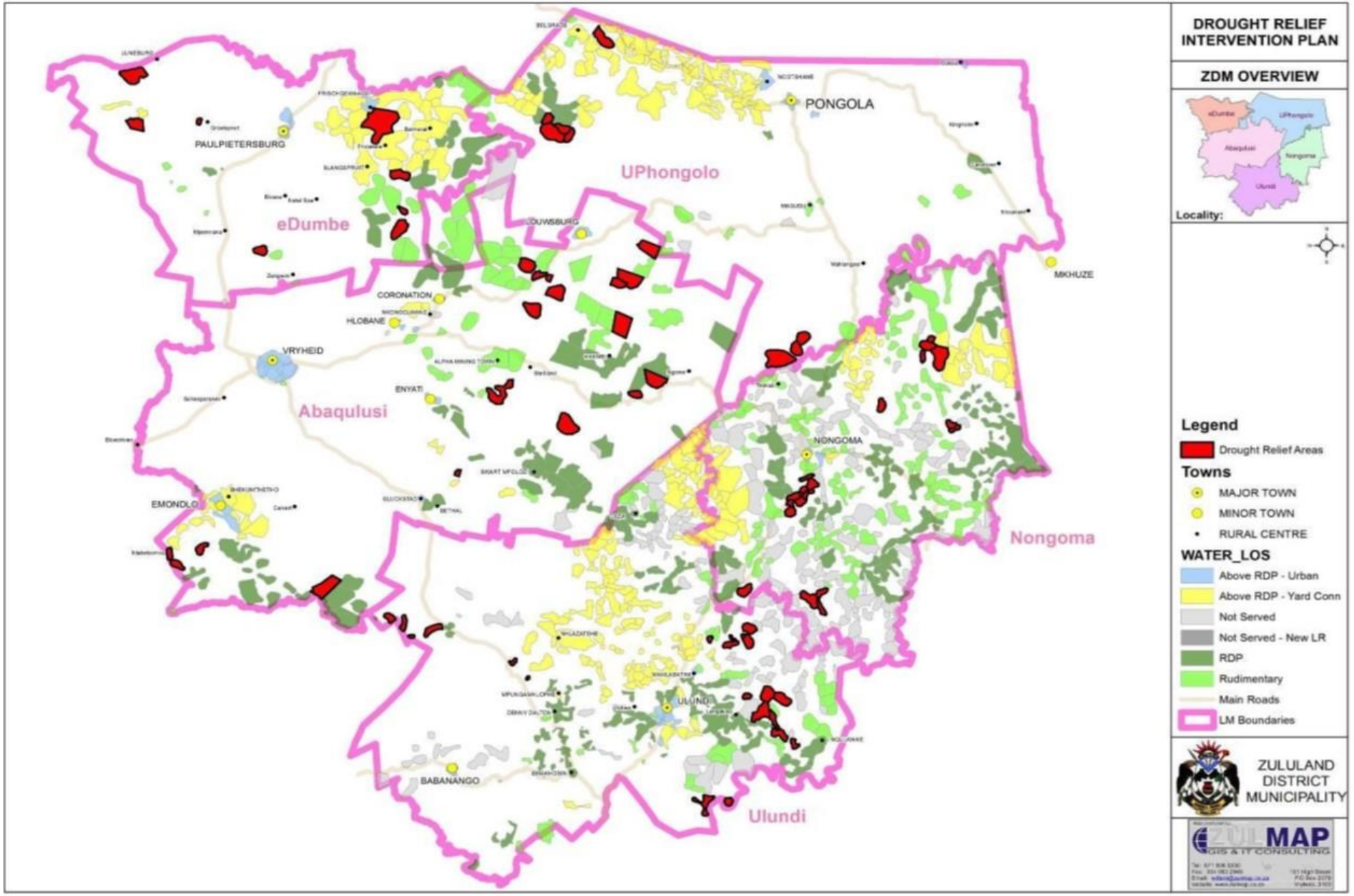
Drought Interventions

The following interventions have been initiated to address the drought:

- Potential springs in all five municipalities have been identified and planning for their protection is ongoing.
- Even though boreholes are drilled with the aim of supplementing supply in various rural water supply schemes, finding adequate yields remains a challenge due to a dropped water table.
- A drought grant amounting to R37, 5m was provided by the Department of Water and Sanitation but only a few springs and boreholes were allocated per municipality due to funding constraints.
- A second Business Plan to source additional funding has been submitted to the Department of Water and Sanitation and is awaiting approval.
- Other measures include desilting and dredging of dams (which paradoxically requires water to implement).
- A Task Team including Sector Departments to monitor the impact of interventions.

The map below indicates the identified drought relief hotspots where the interventions will be focused.

Figure 83: Drought Relief Intervention Plan



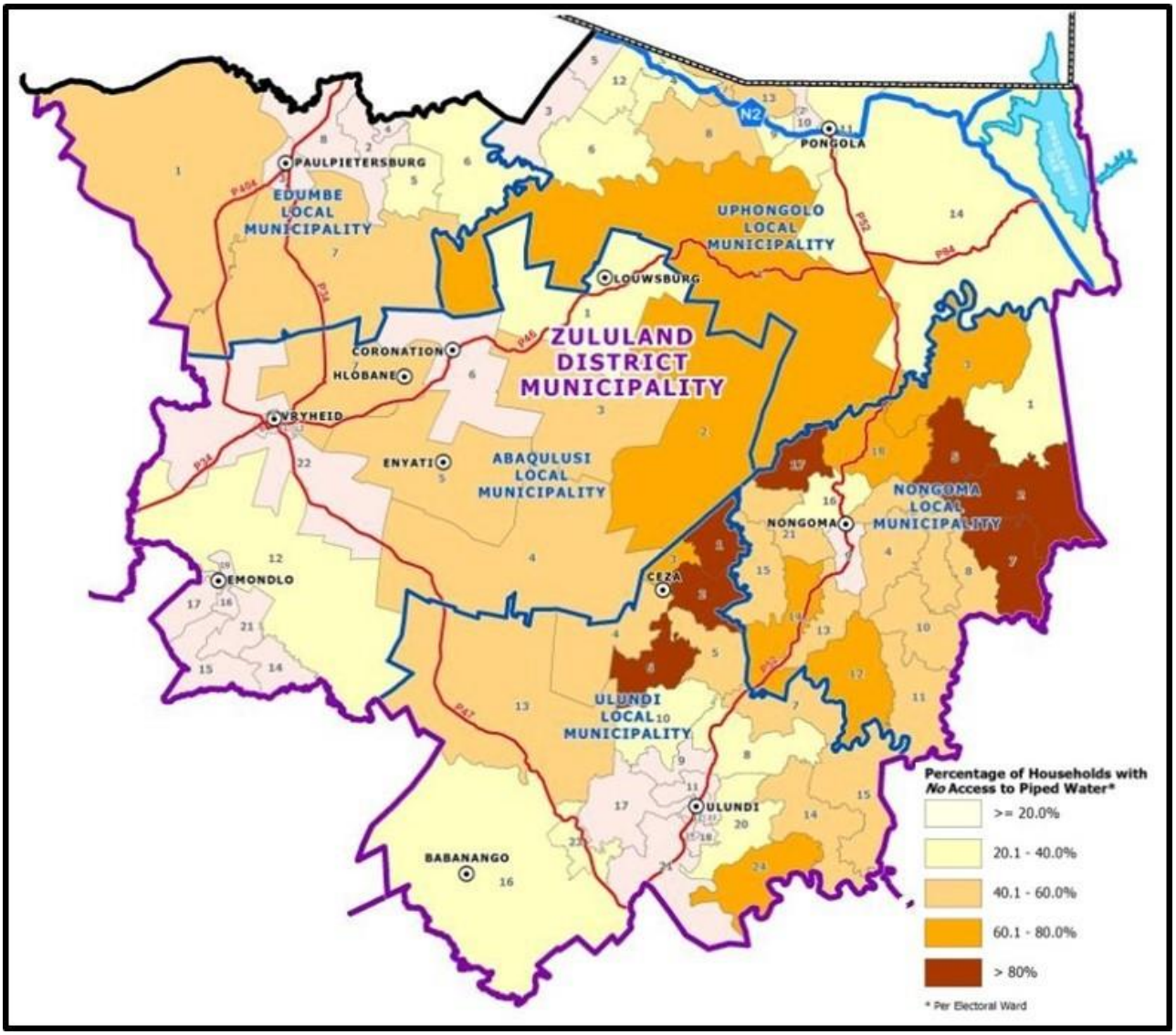
4.1.10 Backlogs for Water and Sanitation Services

Portable Water Backlog

Figure 84: WATER BACKLOGS (WSDP 2017)

WATER	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
AbaQulusi LM	45 918	11 712	25.51%	20.42%
eDumbe LM	16 671	3 420	20.51%	5.96%
Nongoma LM	45 670	25 717	56.31%	44.84%
Ulundi LM	46 450	10 786	23.22%	18.80%
uPhongolo LM	**28 468**	**5 723**	**20.10%**	**9.98%**
Total	**183 177**	**57 358**	**31.31%**	**100.00%**

Figure 85: Percentage of Households with No Access to Piped Water (2011)



It is particularly the central-eastern parts of the Municipal Area where more than 60.1% of households indicated, in 2011, that they did not have access to piped water. The affected areas are: the northern and eastern parts of Nongoma LM; the north-eastern parts of Ulundi LM, the eastern parts of Abaqulusi LM; and the southern parts of uPhongolo LM.

Sanitation Backlogs

Figure 86: Table Showing Sanitation Backlogs (WSDP 2017)

SANITATION	TOTAL HOUSEHOLDS	BACKLOGS	% BACKLOGS	% OF TOTAL BACKLOGS
AbaQulusi LM	46 529	11 718	25.18%	30.83%
eDumbe LM	16 405	4 584	27.94%	12.06%
Nongoma LM	45 713	11 086	24.25%	29.17%
Ulundi LM	46 398	3 420	7.37%	47.51%
uPhongolo LM	**28 132**	**7 199**	**25.59%**	**18.94%**
Total	**183 177**	**38 007**	**20.75%**	**100.00%**

The table below sets out a comparison of community's access to sanitation facilities in 1996, 2001 and 2011 (as derived from STATSSA):

Figure 87: Community Access to Sanitation Facilities (STATSSA)

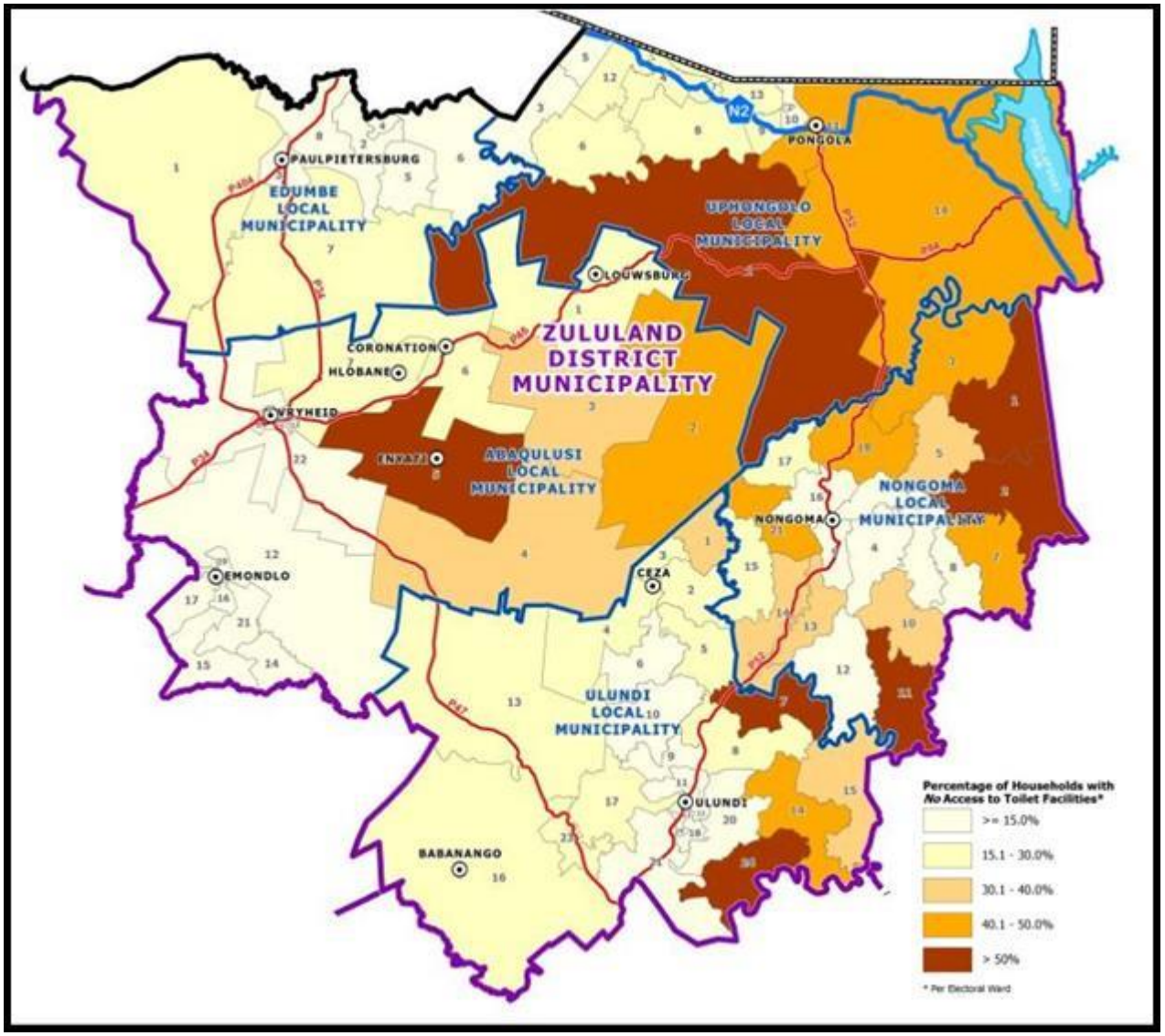
Sanitation Facilities	Year		
	1996	2001	2011
Flush or chemical toilet	18 297	34 984	50 405
Pit latrine	48 412	50 488	68 287
Bucket latrine	1 523	1 002	1 572
None	35 023	54 718	31 272

There has been a dramatic increase between 1996 and 2001 and again between 2001 and 2011 in the number of households who had access to flush or chemical toilets or pit latrines. However, there were still some 31,272 households who indicated that it had no access to toilet facilities. This constituted some 19.8% of the total number of households within the District in 2011.

Source: Census 2011 Municipal Report

The larger urban areas do have sanitation systems whereas the rural areas rely on septic tanks or pit latrines or no system at all. This places tremendous strain on the environment. Meanwhile there has been an increase in the number of households with access to ablution facilities.

Figure 88: Percentage of Households With No Access to Toilets (2011)



The table below shows the level of access by residential consumers to basic sanitation services. uPhongolo Municipality makes up 15.9% of households within the district that have access to sanitation services (WSDP 2016).

	None or Inadequate (Excl. Infills/Replacements)	VIP	Septic tank	Waterborne	
		RDP	RDP	>RDP	TOTALS
AbaQulusi LM	0	0	0	15 283	15 283
eDumbe LM	0	0	498	4 659	5 157
Nongoma LM	0	0	0	1239	1 239
Ulundi LM	0	0	0	5 520	5 520
uPhongolo LM	0	0	0	3 557	3 557
Total (urban)	-	-	**498**	**30 258**	**30 756**
AbaQulusi LM	8 838	15 914	267	0	25 019
eDumbe LM	0	11 272	199	0	11 723
Nongoma LM	8 547	28 385	0	0	36 932
Ulundi LM	8 311	23 492	42	0	31 845
uPhongolo LM	5 375	15 846	358	0	21 579
Total (rural)	**31 071**	**94 909**	**866**	**0**	**127 098**
Total (households)	**31 071**	**94 909**	**1 364**	**30 258**	**157 854**

Source: Draft WSDP 2016/2017

Existing and Planned Infrastructure Capacity and Functional Evaluation

As a tertiary node within the province, uPhongolo Municipality functions as a centre providing for community needs at a sub-regional level. Key strategies targeted at the Pongola node and surrounding communities are:

- Promoting provision of sufficient bulk infrastructure services (demand and supply)
- Priority spending on infrastructural Upgrading Needs (new and maintain)

Pongola Poort bulk water scheme - Bulk Water Supply of new bulk water scheme under construction, at a cost of 1,100,000 as part of the long-term infrastructure plan (DWA, Revised Strategic Plan 2015/16 – 2019/20

4.1.11 Maps Showing Access To Water

Figure 90: Map Showing Level of Water Services

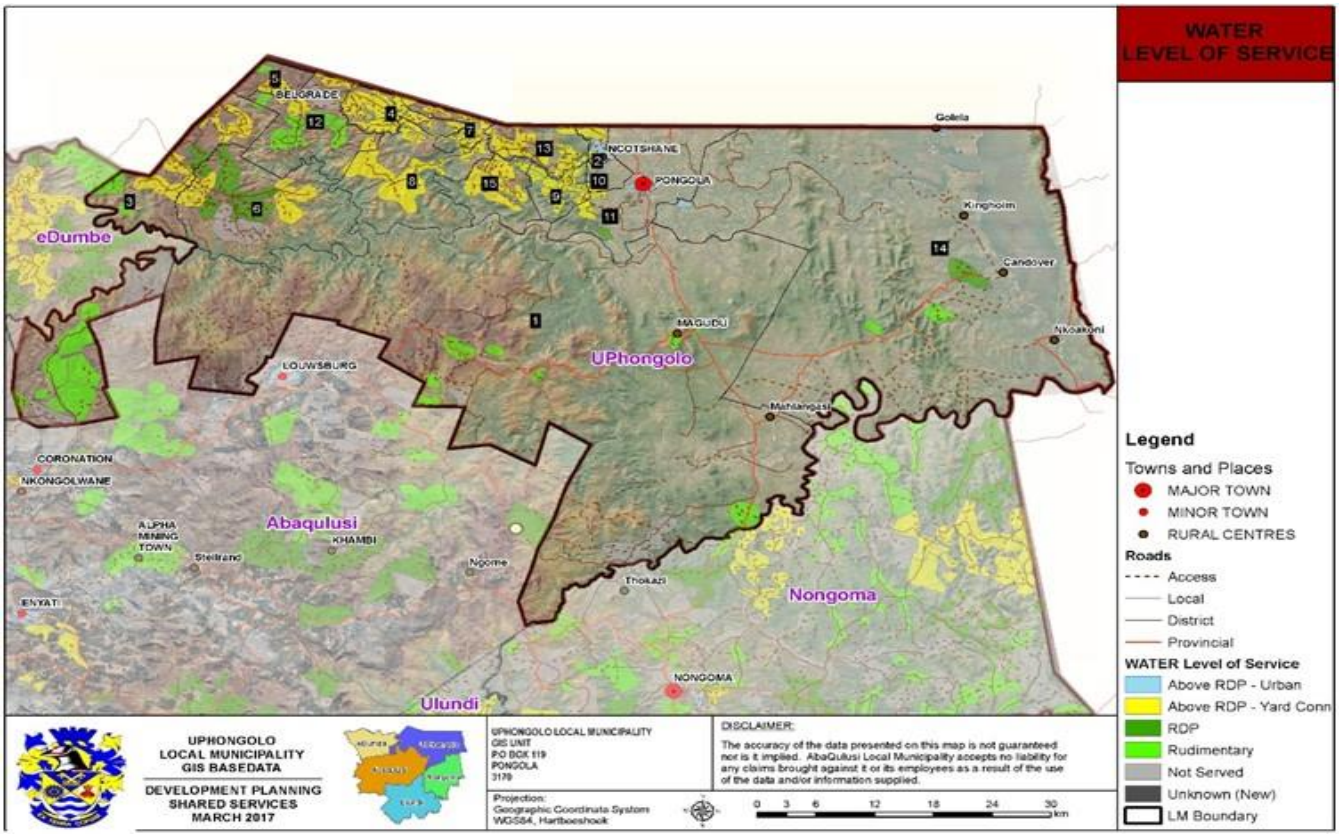
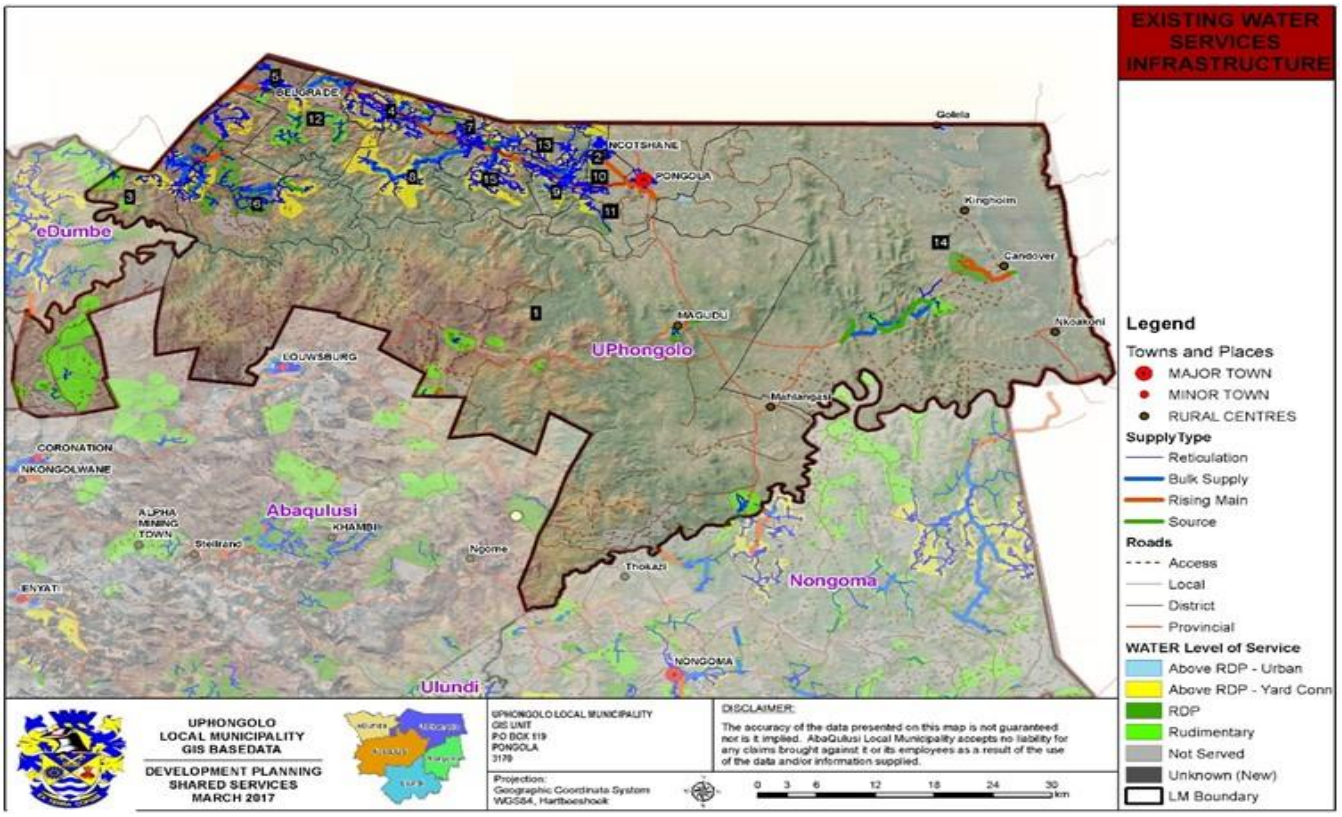


Figure 91: Existing Water Services Infrastructure



4.2 Sanitation Maps

Figure 92: Rural Sanitation Rollout 2014- 2019

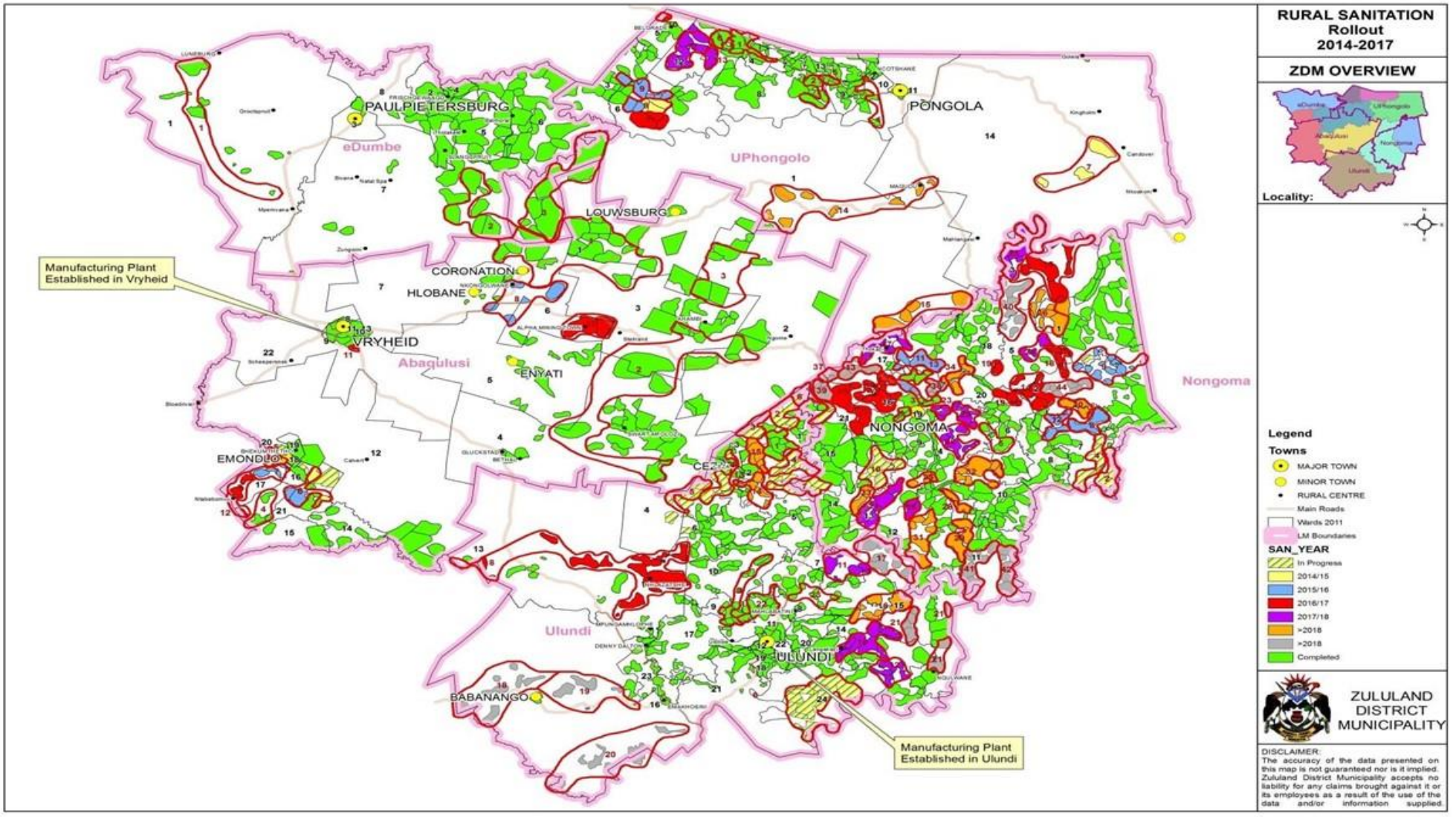


Figure 93: Rudimentary Rollout (2014 – 2019)

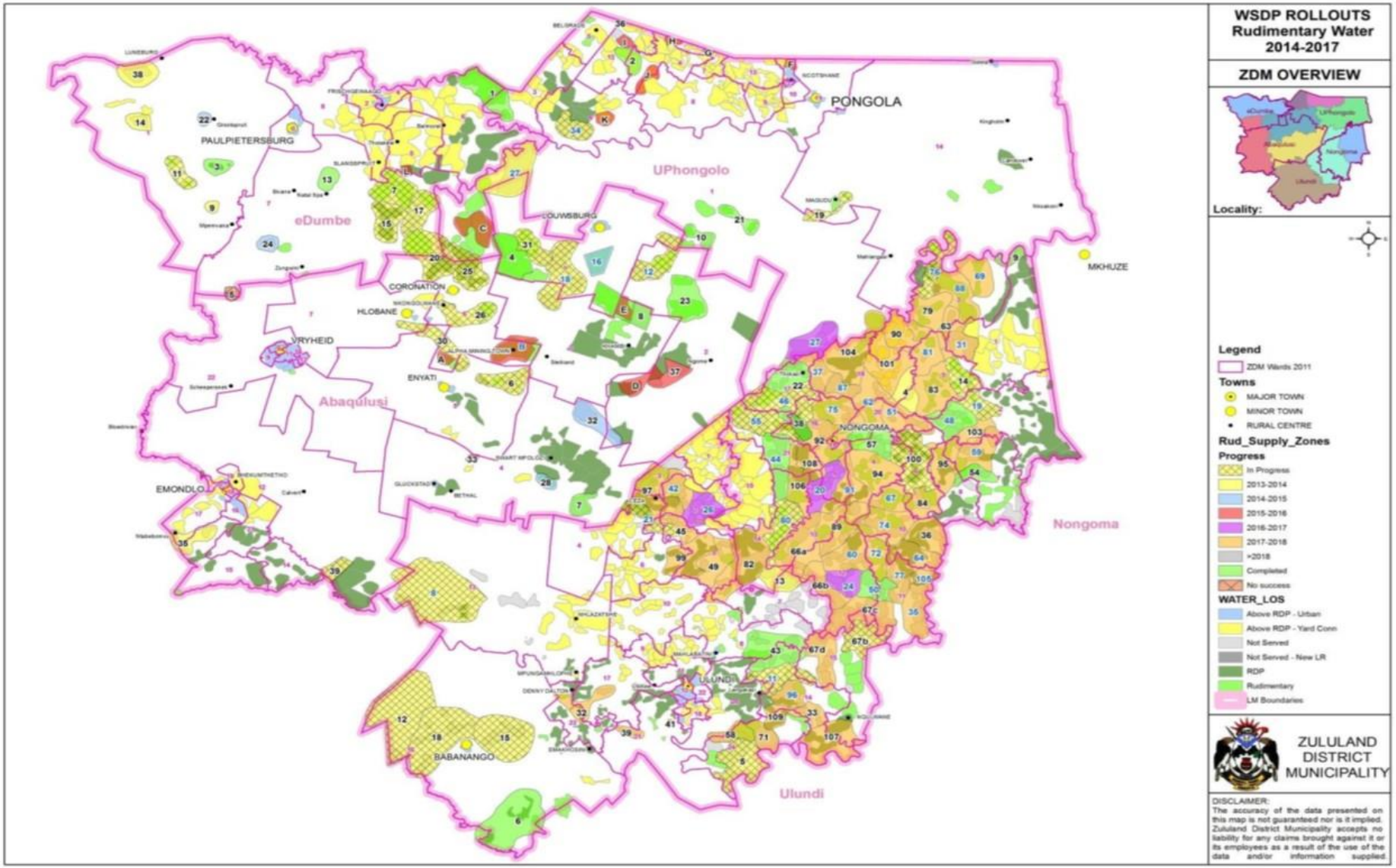


Figure 94: Proposed Water Projects

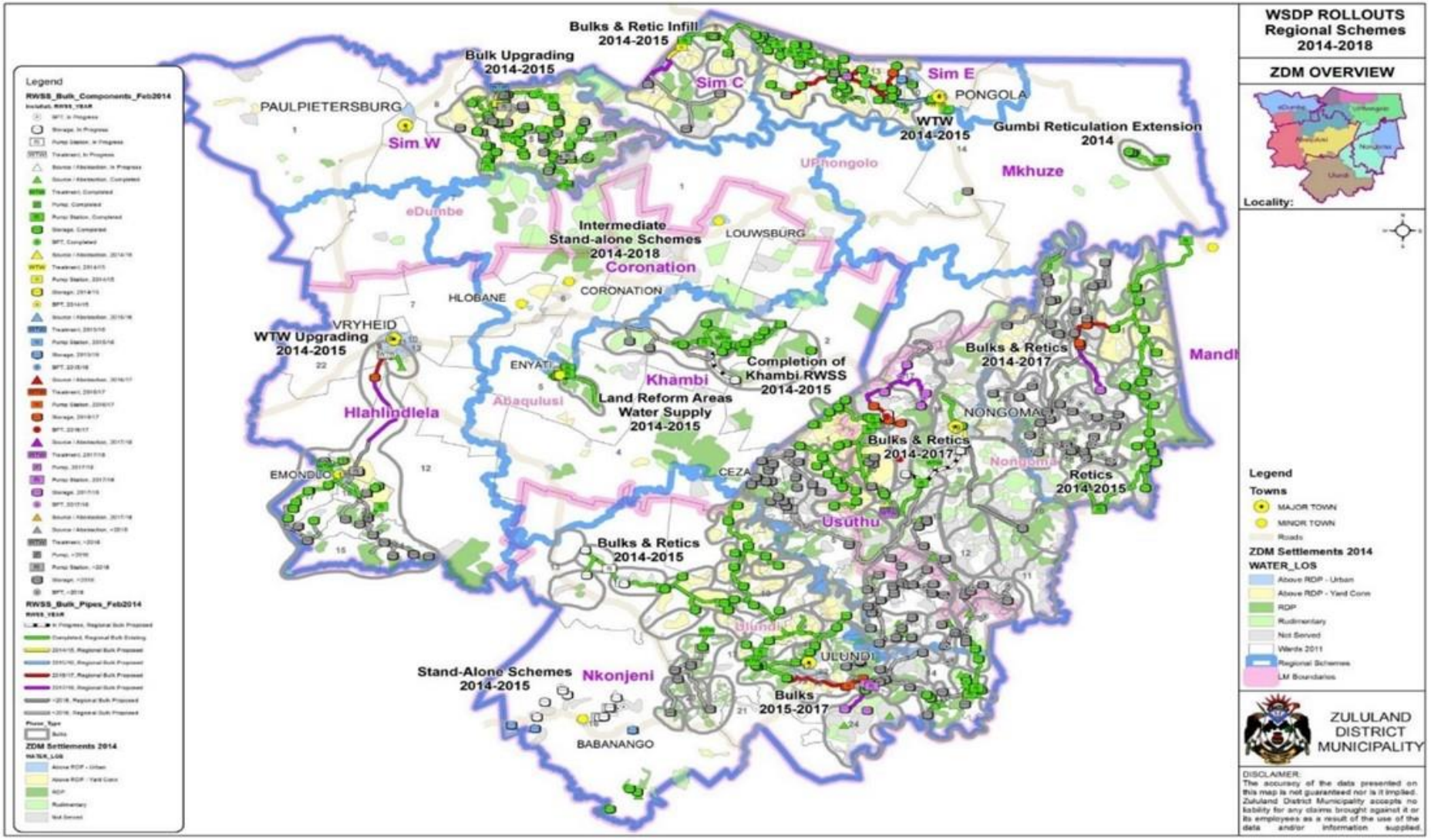


Figure 95: Rudimentary Rollout 2014-2019

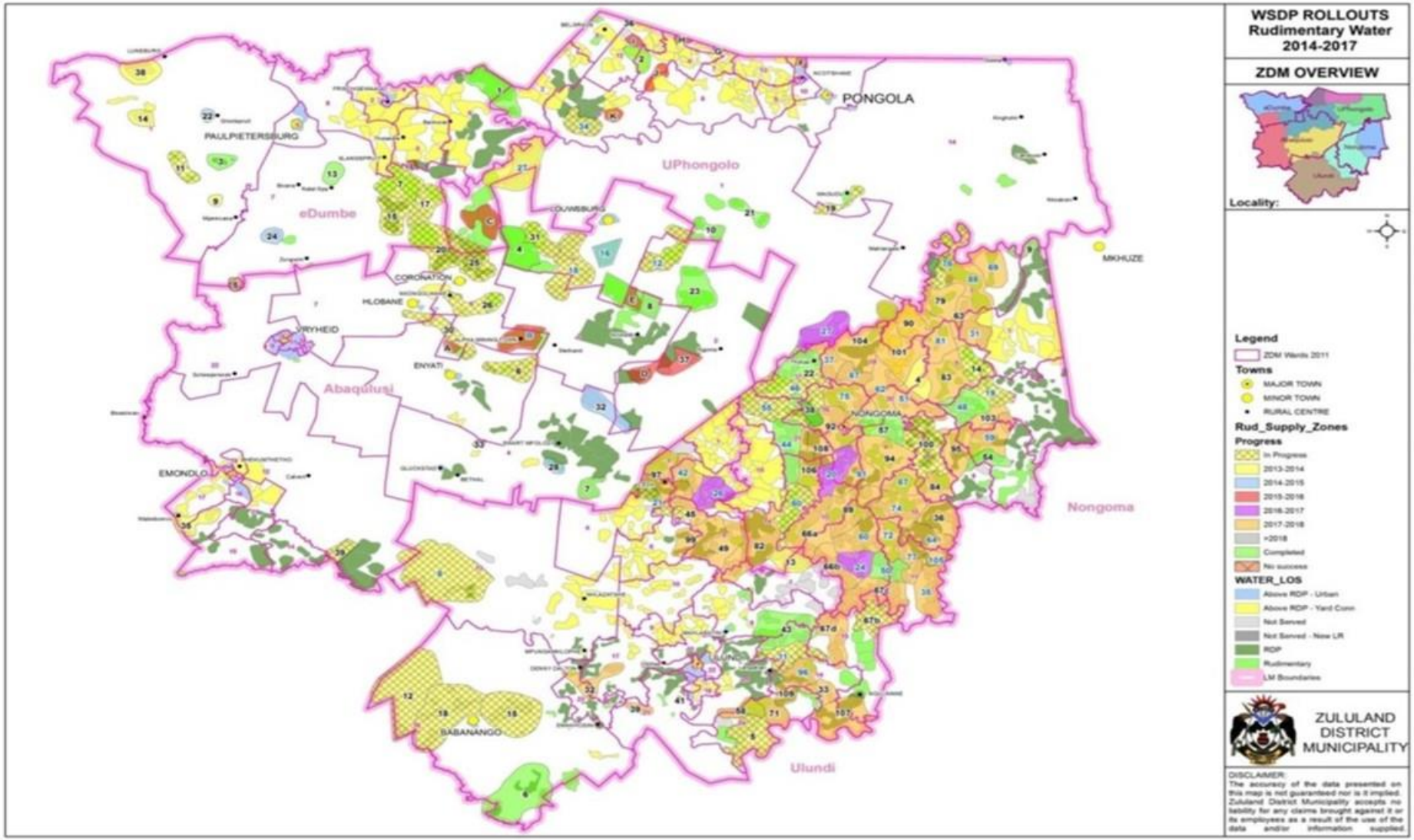
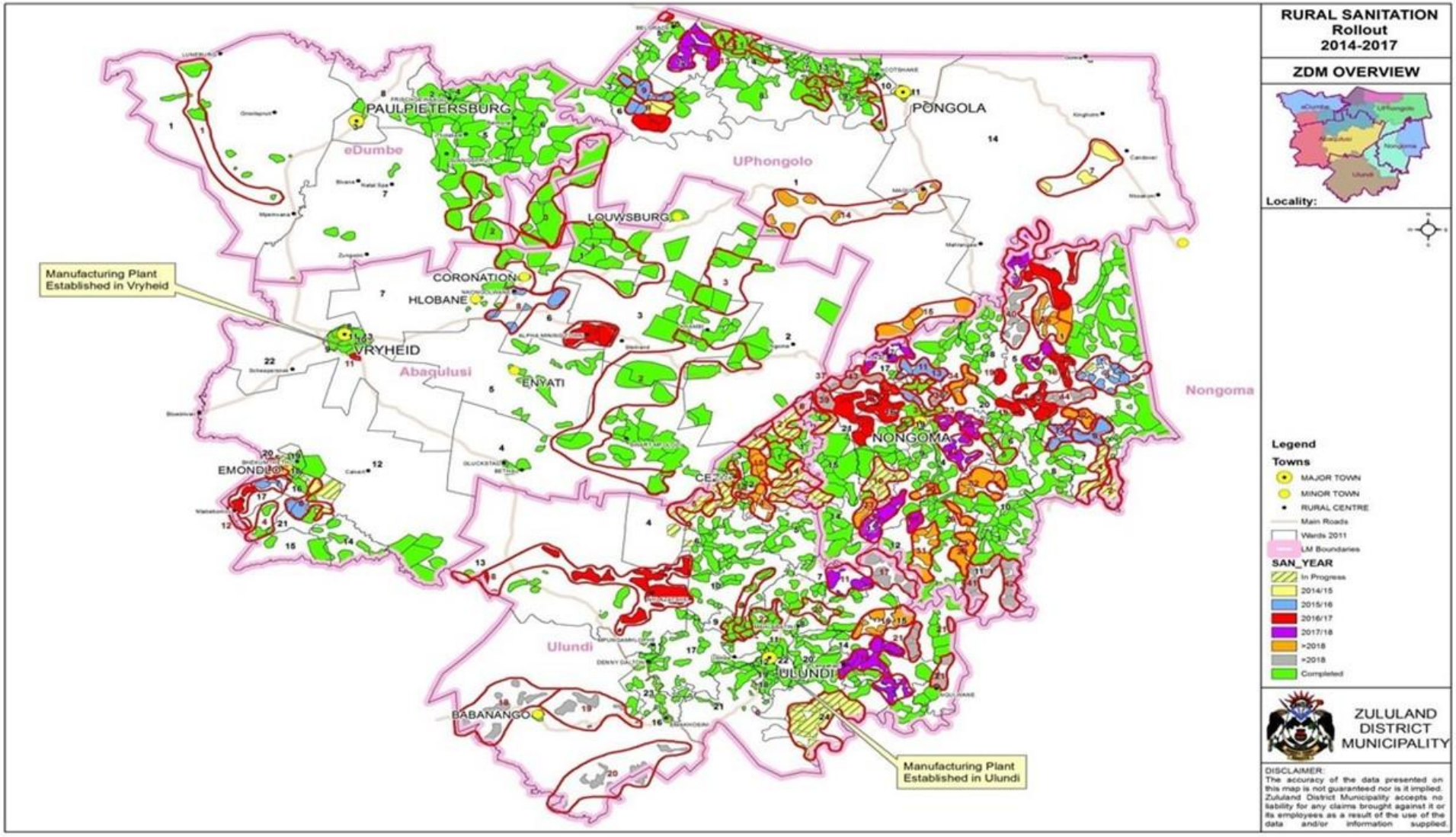


Figure 96: Rural Sanitation Rollout Projects (2014 – 2019)



4.3 Municipal Co-Ordination Of Development Activities With Relevant Sector Departments And Service Providers

uPhongolo Municipality has endeavoured to co-ordinate its developmental activities with relevant sector departments and service providers. The primary role of the Municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the Municipality to understand the extent to which households in its areas of jurisdiction have access to the various services that are essential for their livelihood.

The Zululand District Municipality has established a Water Services Development Planning Steering Committee in which both the Municipal Manager and the Director: Technical Services of each of the local municipalities within its area of jurisdiction have been requested to participate. The meetings of this Steering Committee are targeted to be held quarterly where information regarding current and future water and sanitation services projects is provided and the local municipalities are afforded the opportunity to interact with the water and sanitation services providers on behalf of the affected communities within their respective service areas.

The following table indicates dates of community consultation in 2017/2018 in Zululand.

Municipality Visited	Date
uPhongolo	03-May-17
eDumbe	04-May-17
Abaqulusi	05-May-17
Ulundi	07-May-17
Nongoma	02-May-17

4.4 Solid Waste Management

4.4.1 Waste Collection Services

The Integrated Waste Management Planning forms a critical part of the framework for local government and needs to be undertaken in accordance with the roles and responsibilities as prescribed for local government in the Constitution of the Republic of South Africa. The National Environmental Management: Waste Act 2008 (as amended by Act 26 of 2014) further describes the legal requirements for local government authorities to put in place Integrated Waste Management Plans with a view to inform planning and budgeting in respect of waste management within a particular Municipality.

The over-arching purpose hereof is to ensure that Waste Management Planning within the local municipalities is aligned with National Policy and Standards. Furtheremore, it must be sustainable, practical, implementable and acceptable to all key role players and parties expected to implement the plan and that appropriate management frameworks and capacity are in place for the local municipality to discharge its responsibilities for delivery of waste management services. It follows, therefore, that uPhongolo Municipality is thus responsible for solid waste management within the municipality.

4.4.2 The Status Backlogs, Needs And Priorities For Solid Waste Collection, Removal And Disposal

Landfill sites are developed and managed by means of the Landfill Permit System, instituted in terms of the provisions of Section 20 of the Environment Conservation Act (ECA) (Act No. 73 of 1989), which requires that Minimum Requirements are implemented and enforced. The Act states that no person shall establish, provide or operate any disposal site without a permit issued by the Minister of Water and Environmental Affairs and subject to the conditions contained in such a permit. This applies to all new and operating sites. Un-permitted closed sites may be controlled in terms of Section 31A of the ECA.

The permit holder/land owner in the case of non-permitted sites is ultimately responsible and accountable for the landfill and any effect it may have on the receiving environment. He/she may appoint a Responsible Person to operate the site in accordance with the Minimum Requirements. The Responsible Person must be Unqualifiedto the satisfaction of the Department of Water and Environmental Affairs and must be capable of understanding and correctly applying the Minimum Requirements.

The Minimum Requirements for Waste Disposal by Landfill, second edition published by the Department of Water and Environmental Affairs in 1998, allows for different classes of landfill sites based on size, type and potential threat to the environment. uPhongolo Municipality does not have a properly registered waste disposal facility which complies with the standards of the Department of Water and Environmental Affairs. There are 3 of 15 waste disposal/ landfill sites in the uPhongolo region within the Zululand District Municipality. uPhongolo Municipality's status and database of existing facilities is shown in the following table:

Figure 97: Status and Database of Existing Facilities in uPhongolo Municipality

uPhongolo Disposal site/ Landfill	DWAF Permit status	Monthly waste disposed	Description of wastes disposed	Expected Lifespan	Prioritised in the IDP
uPhongolo Landfill	Permitted (GSB)	1058.8 tons	Domestic refuse	15 years	No
uPhongolo Old Disposal Site	Permitted (Closed)	Closed	Closed	Closed	
Belgrade Illegal Disposal Site	Not Permitted	2 tons	Domestic and garden refuse and builder's rubble	Unknown	

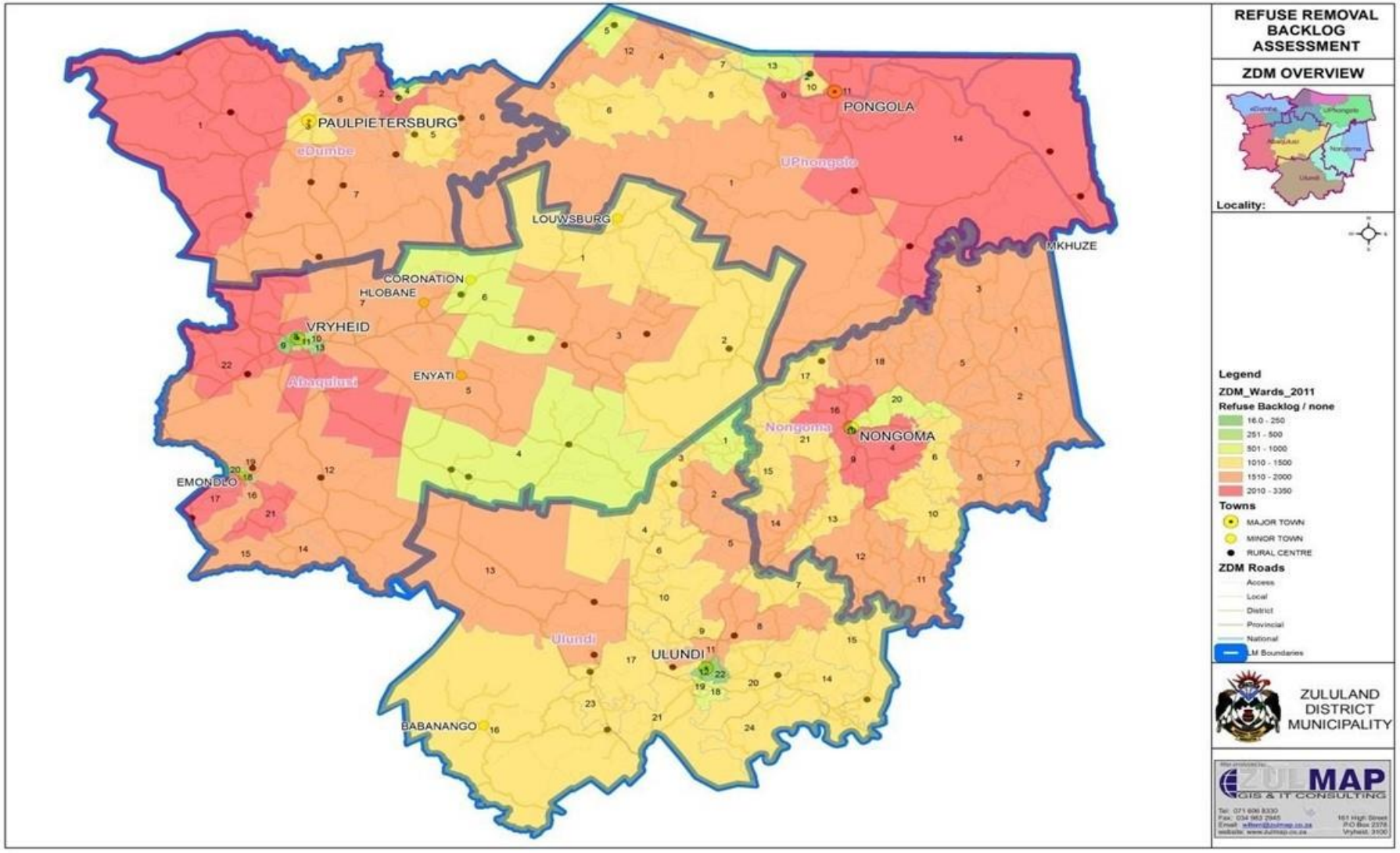
Figure 98: Refuse Removal Backlogs Per Municipality

REFUSE	Total Households	No of H/H with refuse removal	No of H/H Backlog	% per LM	Backlog
KZN263: Abaqulusi	43,299	25,688	8,255	59.33%	
KZN261: eDumbe	16,138	12,738	3,640	78.93%	
KZN262: uPhongolo	28,772	22,245	3,868	77.31%	
KZN265: Nongoma	34,341	32,769	4,021	95.42%	
KZN266: Ulundi	35,198	28,309	8,367	80.43%	
Total	**157,748**	**121,749**	**28,151**	**77.18%**	

Refuse Removal Backlog Assessment

The Zululand District Municipality conducted a Waste Disposal Regionalisation Study in 2007 to investigate various options for resolving the issue illegal waste disposal sites that require closure owing to their illegality. Recommendations that emanate from the study include the regionalisation of waste disposal, which include regional waste disposal sites in Vryheid and Ulundi, with some sites being used as transfer stations. The map below indicates the solid waste refuse removal backlog spatially:

Figure 99: Refuse Removal Backlog Assessment



4.4.3 Ownership of Waste Disposal Sites

uPhongolo Municipality owns two (2) waste disposal facilities namely: Mkhuze Disposal Site and uPhongolo Landfill Site. The former is utilised by Jozini Municipality whilst uPhongolo Municipality utilises the latter. There are discussions underway between Jozini and uPhongolo Municipalities with regard to the operation and lease agreement). In the circumstances, both landfill sites are operational and licensed accordingly.

4.4.4 The State of Waste Disposal Site

There are four important factors in this regard that have a direct impact on the state of waste disposal sites namely Engineering, Auditing, Lifespan and Licensing. Together these factors assist the Municipality to determine whether or not the state of the waste disposal site is conducive for and in compliant with the applicable legislation. It is worth noting that currently only the uPhongolo and Jozini Sites are operational and licensed to operate. However, uPhongolo Municipality only uses one of the two sites since the other one is used by Jozini Municipality, having leased same to the latter Municipality.

Collection of Solid Waste Management

uPhongolo Municipality currently collects waste in Ncotshane Township, Belgrade, Golela and Magudu residential areas (semi-urban areas) as well as the uPhongolo Town and industrial areas. Waste disposed on a monthly basis consists of garden refuse, domestic waste, builders' rubble and sawdust. The following tons of waste are produced in the following areas per day/week.

Area	**Tons per Week**
Belgrade	6 tons/week
uPhongolo	25 tons/day
Townships & Sugar Mill	4 tons/week

Solid Waste Challenges

- Security concern at waste disposal sites, easy access to individuals that disrupt waste disposal activities. This may be improved through fencing and management on site.
- General site management needs improvement.
- A need for infrastructural support such as a good road network and waste transport system

4.4.5 Integrated Waste Management Plan

Currently there is no Integrated Waste Management Plan in place. Same has been budgeted for the 2018/2019 financial year and the Municipality shall follow the normal processes to ensure the Plan's approval by Council at the opportune time.

4.4.6 Progress of Implementation: Integrated Waste Management Plan

Notwithstanding the absence of an Integrated Waste Management Plan, projects that would normally be associated with such a plan (i.e. operation of landfill site/s, waste collection, provision of waste bins and skips at strategic locations, compactor trucks and tractors, waste recycling, refuse bags, illegal dumping, etc.) are being implemented. The plan will be developed during the course of 2019/2020 financial year. The Municipality has intentions to ensure that by-laws applicable to waste management shall be passed during 2019/2020 financial year.

4.4.7 Waste Diversion

uPhongolo Municipality has considered and recognised the immense potential value that can be derived from waste diversion. The Municipality has then decided to explore this potential by, amongst others, entering into agreement with Hlanganisani Izibi Waste Recycling. The essence of the agreement is to oversee the waste diversion program within uPhongolo and create employment opportunities for members of the local communities. It is envisaged that in line with the spirit of waste diversion, the following shall form part of the processes: waste

recycling, waste reduction, waste re-use and separation of waste products. Waste diversion shall ensure a longer life term for the landfill site.

4.5 Transportation Infrastructure

4.5.1 Existing and Future Transport Infrastructure

uPhongolo Municipality's transport infrastructure relates to both existing and future road network. Currently the existing road infrastructure is under pressure particularly from heavy vehicles. The responsibility between Local and District Municipalities as well as the KZN Department of Transport (DOT) for the provision and maintenance of roads provision still needs to be finalized and it has been flagged as a key development issue.

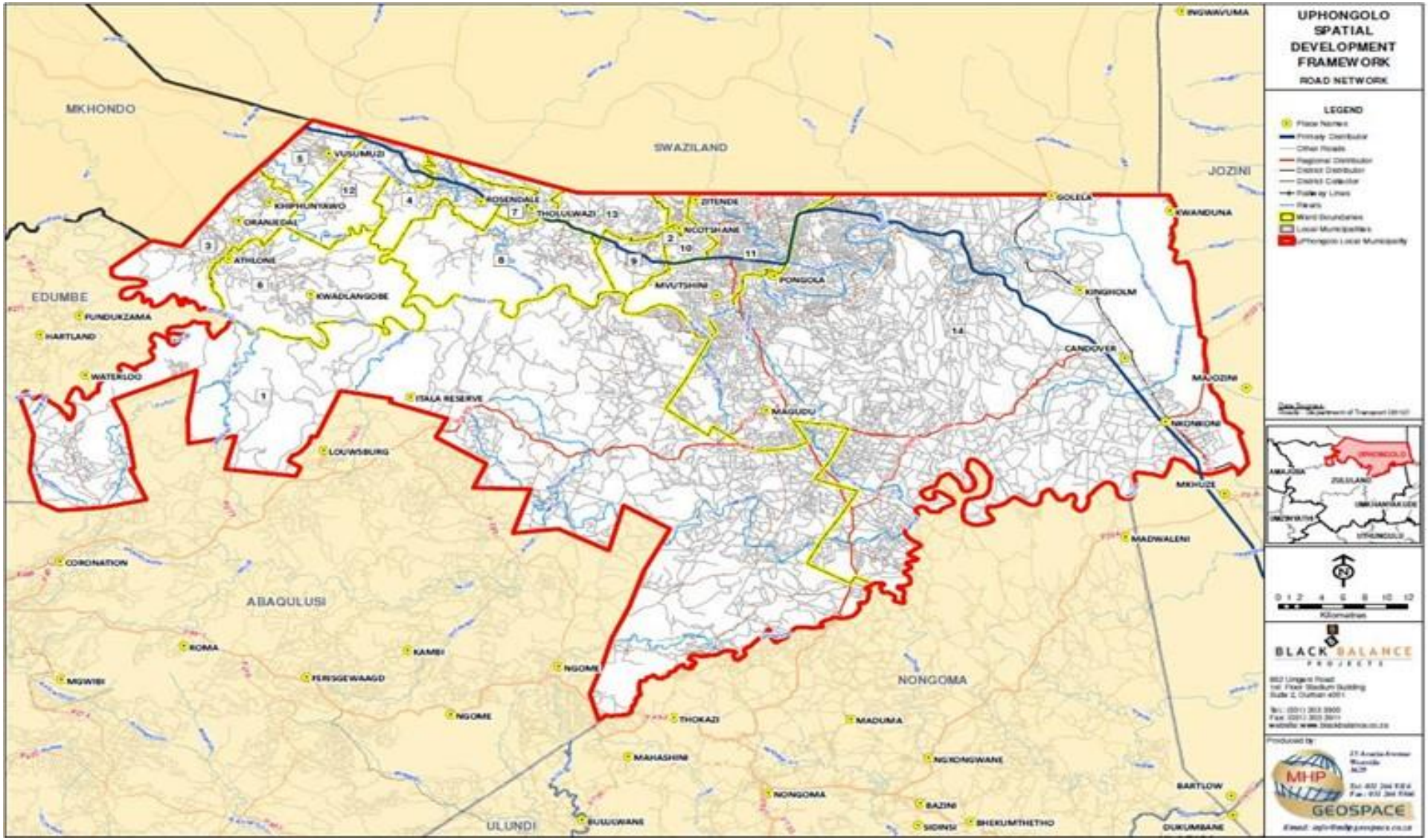
There are a number of roads in order of priority that are of strategic importance to the Municipality. The Municipality recognises that such roads should be prioritised for attention and has, to this end, earmarked the following road projects:

- **Nongoma uPhongola link road**: A section of this road between Nongoma and uPhongola (about 35km) need to be upgraded to blacktop**.**
- **Pongola Pedestrian Facilities**: These road safety improvements shall be implemented at a budgeted cost of R1,144,500.00 during the 2019/2020 financial year and R5 855,500.00 shall be spent on improving the same infrastructure in 2020/2021. (Source: SANRAL)
- **Kangela to Pongola**: Upgrading from single to dual carriageway road at a budgeted amount of R27,397,789.45 during 2018/2019 financial year. (Source: SANRAL)
- **Phongola to Mpumalanga Border**: Upgrading from single to dual carriageway road at a budgeted amount of R2,325,000.00 for design. (Source: SANRAL)

The South African National Roads Agency (SANRAL) together with the Department of Transport provides funding for roads infrastructure development. However, it is important to note that the actual funding does not get channelled through the Municipality as implementation of projects is done directly by the Agency and the Department themselves.

The priorities from Municipalities that are identified in the IDP are however taken into cognisance in the Municipal funding process and implementation thereof.

Figure 100: Municipal, Provincial and National Roads as per uPhongolo Spatial Development Framework



uPhongolo is traversed through three main movement routes namely the N2 which connects Pongola to Mkhondo (formerly Piet Retief) in the West and to Jozini in the South, the R66 which traverses the Ulundi Municipality from Mahlangasi in the South-East to Mvutshini in the North-East; the R69 stretching to South-West directly connecting Magudu to the Louwsburg in the South-West and the P293 and Ngome in the South, whilst the remainder of the municipality is serviced by gravel roads. Most of the settlement areas are reached via gravel roads from the N2, R66 and R69.

The Municipality has recognised the challenge of access to roads and the poor condition of some roads. There has been notable improvement to road conditions in ward 8 which will continue in the current IDP term. The tarring of roads in proximity to clinics and education facilities and extensive future business developments in ward 11 is envisioned to boost the economy and attract investors to uPhongolo Municipality.

National Roads

uPhongolo Municipality enjoys easy access to the N2 national road, which cuts through the Municipality adjacent to the established Pongola tertiary node. The N2 is a primary transportation corridor under the National Department of Transport that runs East-West through uPhongolo, linking the Municipality with other local municipalities and other regions within the province of KwaZulu-Natal. Similarly, the N2 links uPhongolo with Richards Bay and Durban, which provides major gateways to export markets. The N2 within this particular area still lacks the convenience provided by freeways since it comprises a 2-way single carriageway.

The Zululand District Municipality has initiated a Rural Roads Asset Management System (RRAMS) for all existing roads within its area of jurisdiction. This document presents herein a network level proposal for maintaining the roads in the Zululand district, through an assessment of the network based on methodical visual ratings of each road section. The document was submitted to each local municipality under the Zululand District Municipality's jurisdiction. The details furnished in the table below summarise the findings of this document in this regard.

Estimated Roads Needs Per Municipality (ZDM Rural Roads Asset Management System [RRAMS])

Local Municipality	Type	Total length (km)	Estimated replacement value (Rmill)	Short-term intervention cost (Rmill)	Long-term intervention cost (Rmill)	General Condition
Abaqulusi	Paved poor	398.2	802.9	15.82	616.27	87% poor to very
	Unpaved	392		0.808	29.32	Fair to very poor
eDumbe	Paved	36.1	86.9	2.81	25.2	50% poor to very poor
	Unpaved	163.1		0.336	10.21	Fair to very poor
uPhongolo	Paved	43.79	112.4	5.65	32.65	44% poor to very poor
	Unpaved	236.6		0.495	17.11	Fair to very poor
Nongoma	Paved	14.7	33.2	1.46	7.78	50% Poor to very poor
	Unpaved	420.5		0.813	31.01	Fair to very poor
Ulundi	Paved	91.2	199.9	7.08	50.19	50% Poor to very poor
	Unpaved	461.5		1.02	30.64	Fair to very poor
Total	Paved	584	1,235.30	32.82	732.09	
	Unpaved	1,673.7		3.47	118.29	

ZDM GIS 2015

Rural Roads Backlogs (ZDM Rural Roads Asset Management System [RRAMS])

Rural access roads may be defined as those roads which do not qualify as district or higher order roads, but provide access from a proclaimed road to public infrastructure such as schools and clinics, or provide access to a settlement of a minimum of 50 persons or at least ten homesteads, allowing household access of no less than 1km walking distance. The total household backlog based on this criterion is approximately 28,151. The backlogs and estimated costs for new / refurbishment road infrastructure are presented in following Table.

Estimated Roads Needs Per Municipality

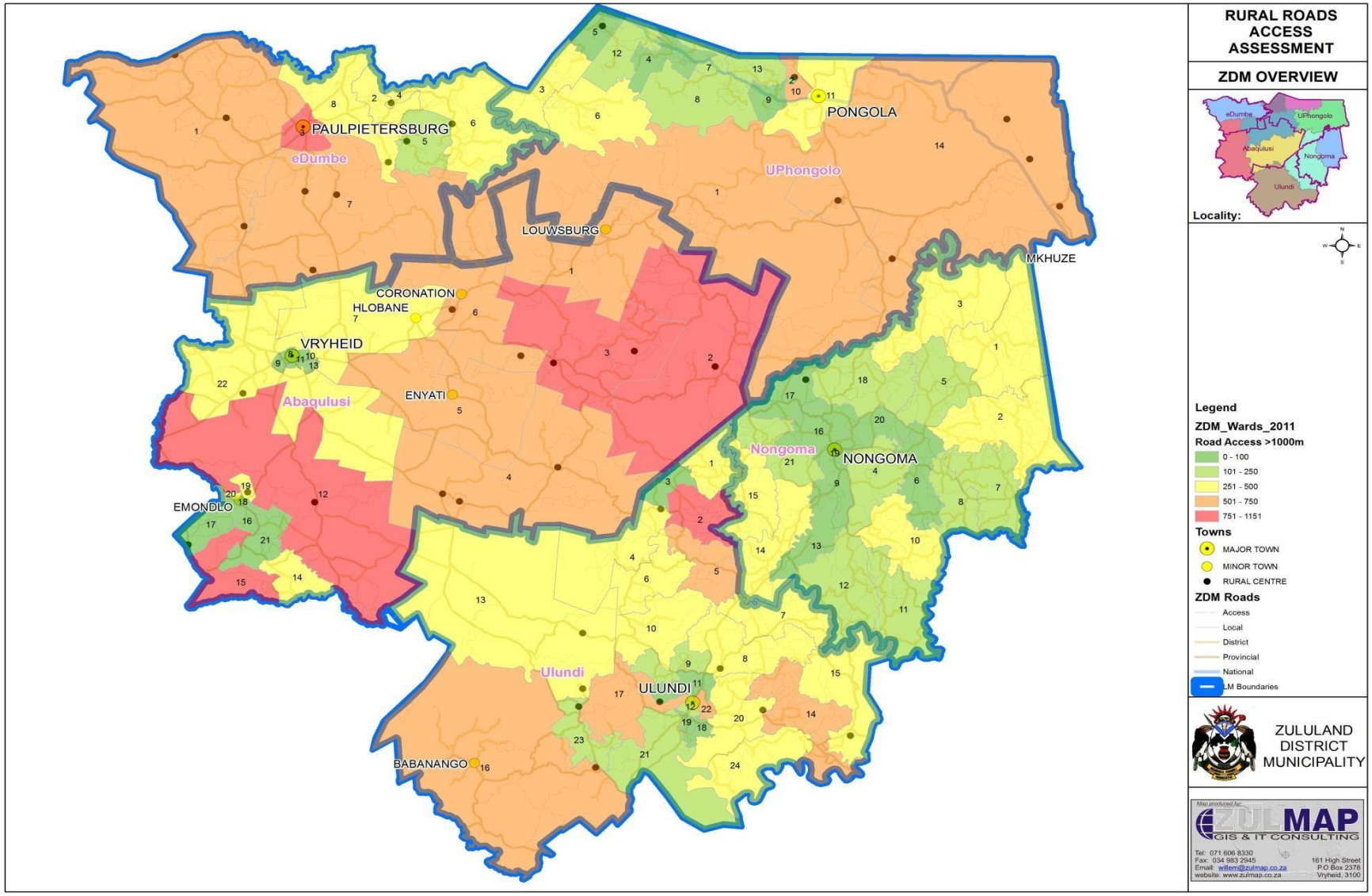
ROADS	Total Households	No of H/H with road access	No of H/H Backlog	% Backlog per LM
KZN263: Abaqulusi	43,299	35,044	8,255	19.07%
KZN261: eDumbe	16,138	12,498	3,640	22.56%
KZN262: uPhongolo	28,772	24,904	3,868	13.44%

KZN265: Nongoma	34,341	30,320	4,021	11.71%
KZN266: Ulundi	35,198	26,831	8,367	23.77%
Total	**157,748**	**129,597**	**28,151**	**17.85%**

ZDM GIS 2015

The strategic goal of the development of a Rural Roads Asset Management System (RRAMS) for the Zululand District Municipal area is to ensure efficient and effective investment in rural roads through the very system and the collection of associated road and bridge inventory data condition assessments and traffic information. Improved data on rural roads will shall be instrumental in guiding infrastructure investment, improve accessibility to and mobility of rural communities.

Figure 101: Access to Roads



4.5.2 Institutional Responsibility for Transport Infrastructure

The institutional responsibility for transport infrastructure is categorized as national, provincial and local on maps. The District Municipality is responsible for the provision and planning of public transport infrastructure. The responsibility between Local and District municipalities as well as the provincial Department of Transport (DOT) for road provision and maintenance still needs to be finalized and has been flagged as a key development issue.

4.5.3 Responsibility of The Provision of New Roads and Related Facilities

Indeed, uPhongolo Municipality does have plan in place for the provision of new roads and related facilities. In addition to the aforesaid plan, the Municipality has an Operational and Maintenance Plan for both existing and new roads and public transport facilities which include taxi ranks, bus stops and storm water drainage.

The IDP indicates that there is a plan in place for the provision of new roads and facilities as well as an Operational and Maintenance Plan for existing and new roads and public transport facilities.

Figure 102: 2018/2019 MIG Projects

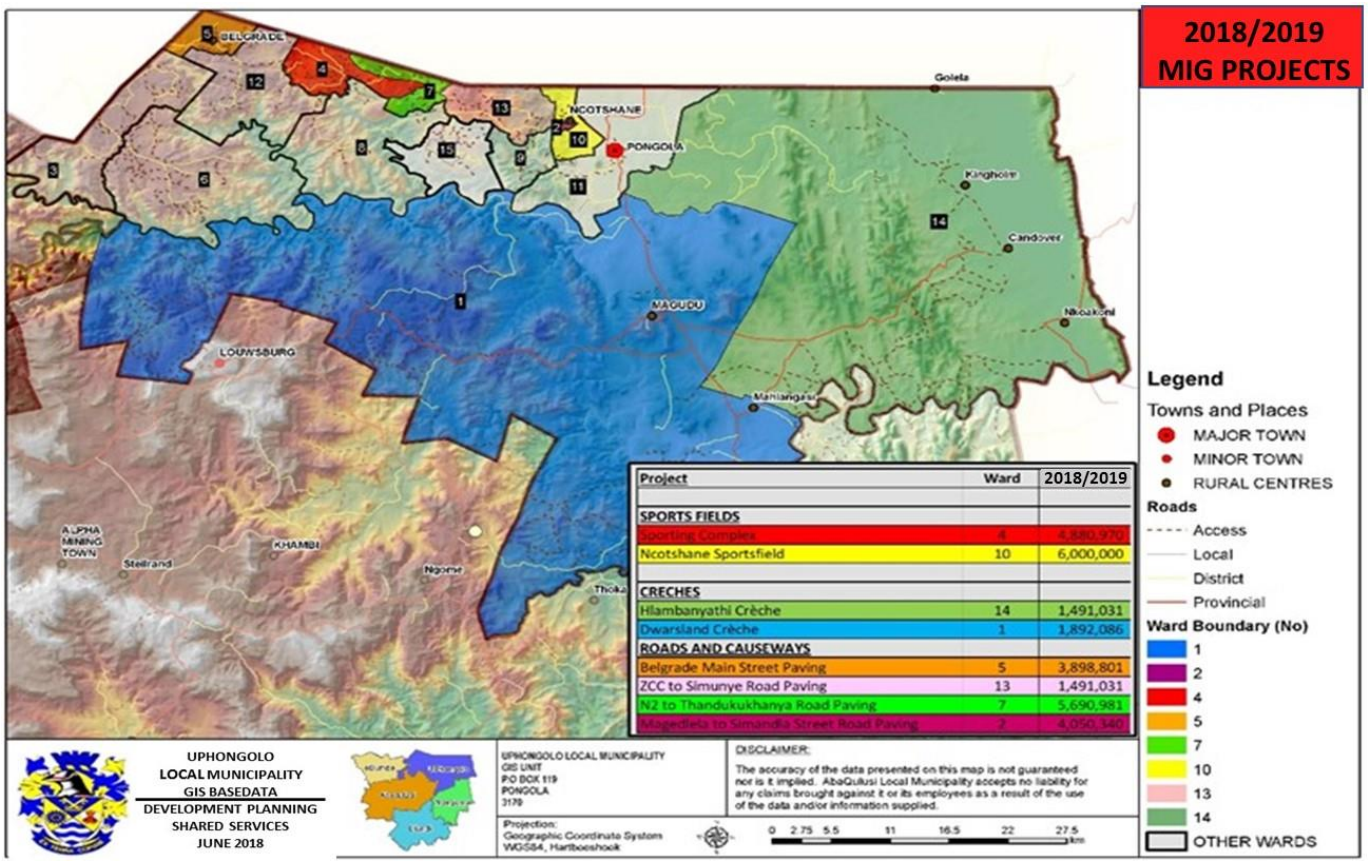


Figure 103: Map Showing 2019/2020 MIG Projects

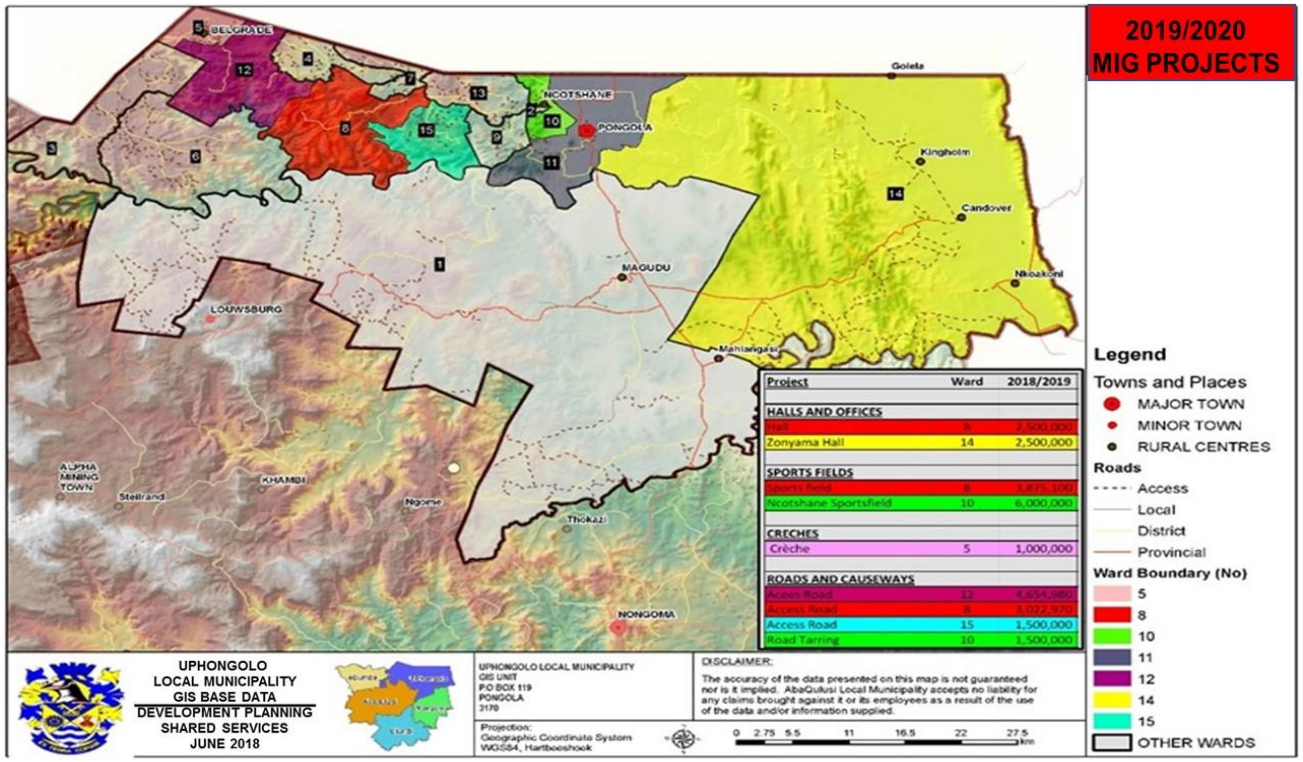
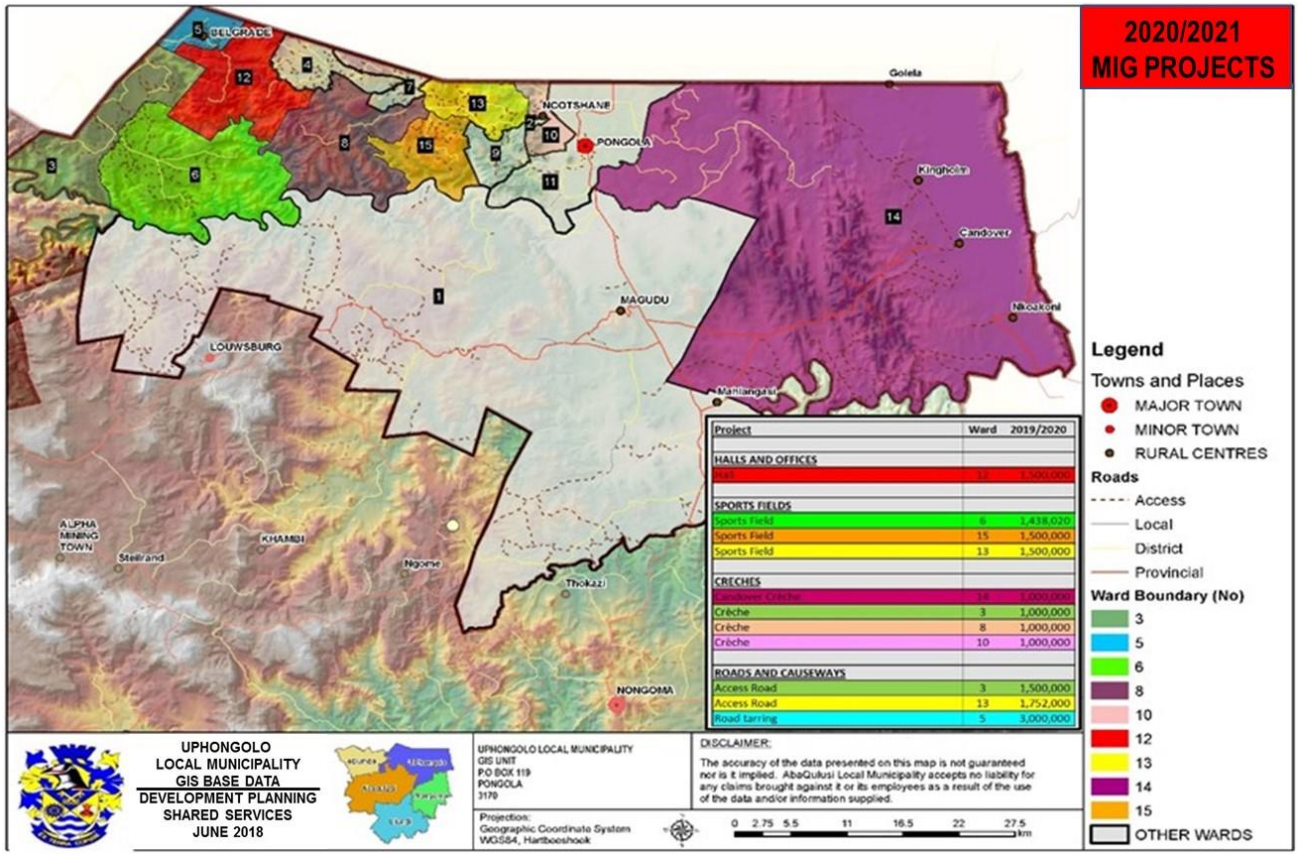


Figure 104: Map Showing 2020/2021 MIG Projects



4.5.4 Plan for The Provision of New Roads, Operations and Maintenance for Existing and New Roads

uPhongolo Municipality has a Comprehensive Infrastructure Plan which is a 5-year Plan. The plan contains new roads and facilities, operations and maintenance plan for existing and new roads as well as public transport facilities. Fundamentally this is the plan that informs the Municipality with regards to which projects require implementation.

4.5.4.1 Integrated Transport Plan as UPhongolo Municipality's Responsibility

uPhongolo Municipality is responsible for the Integrated Transport Plan for its communities although it does not have an Integrated Transport Plan in place yet.

4.5.4.2 Integrated Transport Plan Review

As alluded to in 4.5.4.1 above uPhongolo Municipality does not yet have an Integrated Transport Plan (ITP) in place. However, the Municipality is liaising with the Provincial Department of Transport for assistance in the preparation of the plan.

4.5.4.3 Link to Integrated Transport Plan

The IDP does not currently provide a link to the Integrated Transport Plan.

4.5.5 Transport Analysis

Mode of Transportation

According to the 2001 census data the largest part of the uPhongolo Municipality (i.e. 83% thereof) is pedestrianised. This is indicative of three possible scenarios, vis-à-vis the lack of funds to utilise public transport, the lack of a decent and operational public transport system within the Municipality and the lack of a need to utilise transport due to unemployment all of which lead to localised travel only, with no need to travel to Pongola town, except for seriously compelling reasons. The remoteness of most areas and the rural character of the Municipality play a pivotal role in this phenomenon as the roads infrastructure is under-developed, which renders access to the rural areas almost impossible. These aspects are further indicative of the lack of economic well-being of these rural areas.

With the high dependency of the lower order nodes on the town of Pongola for economic opportunities and retail services, it is imperative that the rural areas be made more accessible through the provision of transportation infrastructure. Following the travel mode of "on-foot" being the most common means of travel (in order of occurrence) includes travelling by bus, by car as passenger, by minibus, by car as driver. A small number of people utilises motorcycles and bicycles. The main mode of public transport is minibus taxis which provide access from rural and peri-urban areas to shopping and employment centres and further destinations. Ranks exist at major urban development centres.

Figure 105: Table Showing Taxi Operations in uPhongolo

Taxi Association	Number of Routes	Number of Ranks	
		Formal	Informal
uPhongolo Taxi Association	3	2	1

Source ZDM CPTR

Figure 106: Transportation Vehicle Trips

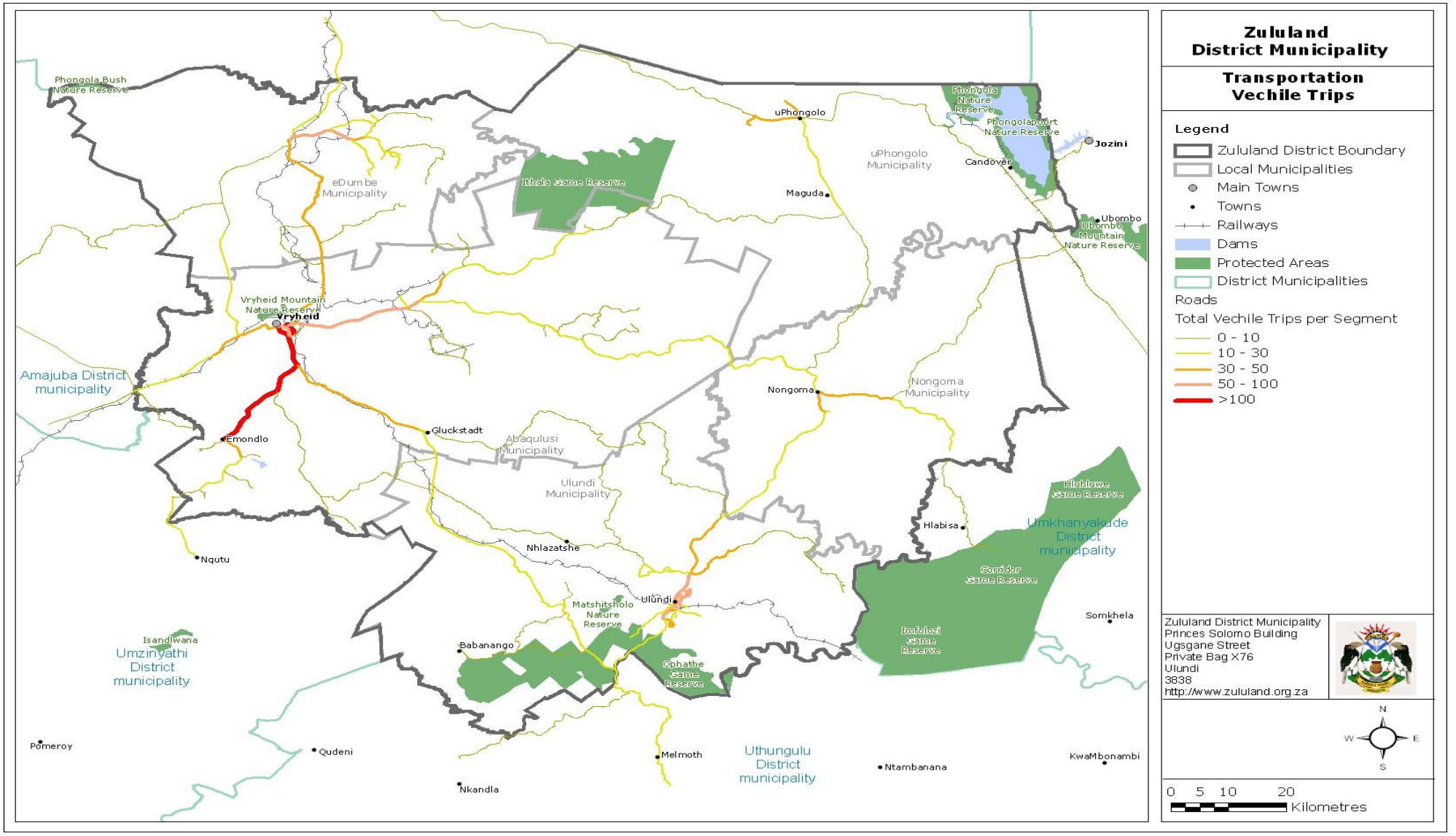
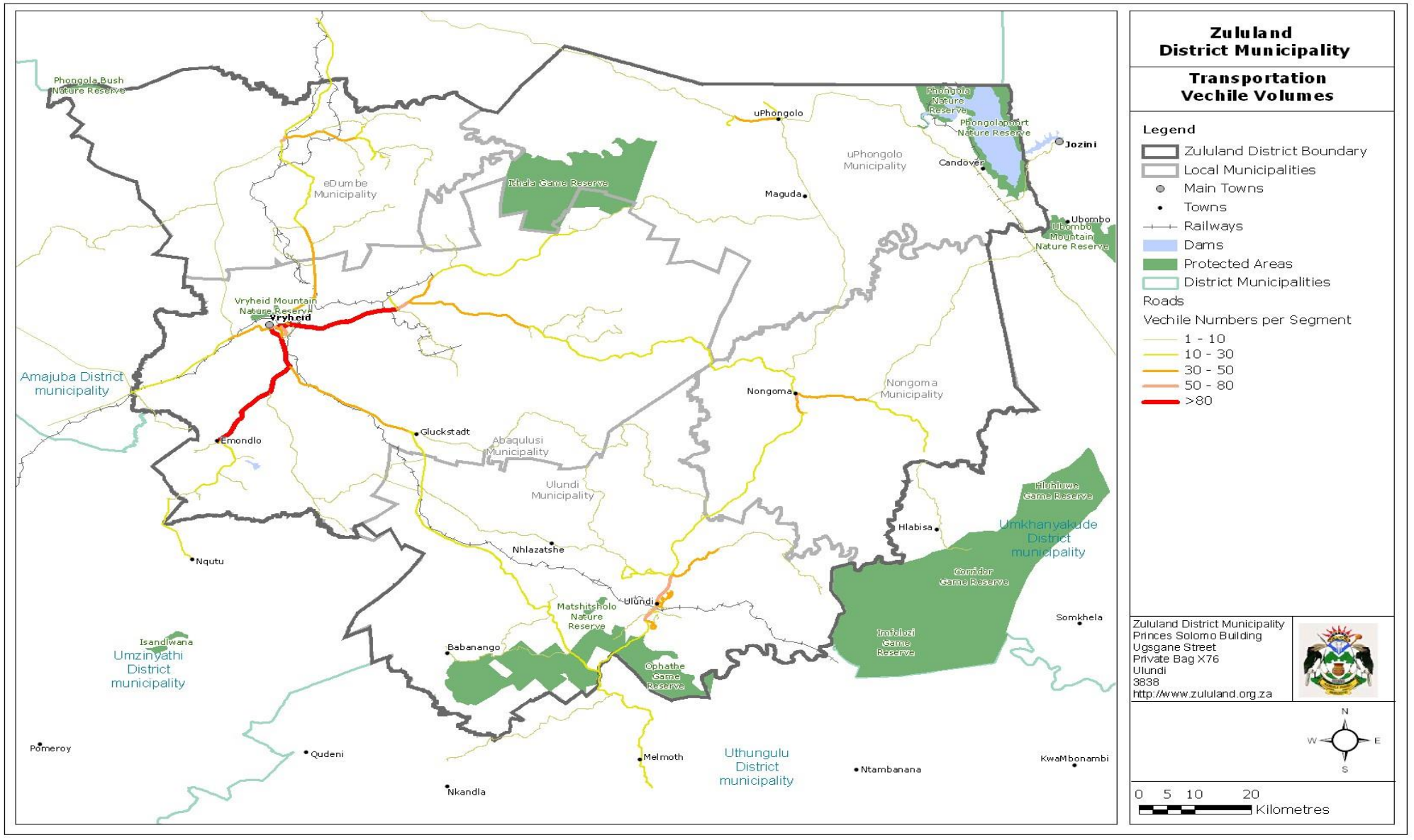


Figure 107: Transportation Vehicle Volumes



4.6 Energy/Electricity

4.6.1 Electricity Energy Provider

uPhongolo Municipality is the electricity/energy provider to its communities. However, electricity within the uPhongolo Municipality is sourced by connection to the Eskom grid or non- grid electricity.

4.6.2 Energy Sector Plan

The Municipality's energy/electricity plan for 2019/2020 has since been adopted by Council and shall be submitted to ESKOM in due course. Hence the energy/electricity services are being implemented in terms of the said plan taking into cognisance the approved budget.

4.6.3 Operations And Maintenance Plan For Electricity

An Operations and Maintenance Plan for electrification has been drafted for implementation in 2019/2020.

4.6.4 Schedule 5.B Projects (Doe Funding)

In line with the Electricity/Energy Plan, the Municipality recieved funding for the implementation of electricity projects from the Department of Energy.

4.6.5 The Status, Backlogs, Needs And Priorities For Electricity/Energy Services

Whilst the rural areas within uPhongolo Municipality do not have adequate electricity, the urban areas enjoy abundant supply of electricity. This state of affairs has a negative bearing to the rural schools and healthcare facilities, for instance. However, new projects are being commissioned in uPhongolo. The projects are:

Project Name		Status	Construction Start Date	Completion Dates
1 Pongola - Candover	132 kV line	EIAs expected in June 2018	2020	2021
2 Golela Border post	20 MVA 132 kV SS	Conceptual Stage	2023	2024
3 Tholulwazi	132/22 kV 20 MVA Est	Conceptual Stage	2023	2024

Electricity/Energy Backlogs

Energy provision focuses on rural backlogs as urban electricity is provided as part of municipal services. The details obtained for electricity provision and backlogs have been obtained from the Census 2011 figures, as can be seen in table below.

Figure 108: Energy Backlogs Per Municipality

Total Electricity	No. of Households	No of Households Electrified	Percentage Backlog	Backlog Per LM
KZN263: Abaqulusi	43,299	31,223	12,076	28%
KZN261: eDumbe	16,138	10,127	6,011	37%
KZN262: uPhongolo	28,772	21,004	7,768	27%
KZN265: Nongoma	34,341	21,851	12,490	36%
KZN266: Ulundi	35,198	25,850	9,348	27%
Total	**157,748**	**110,055**	**47,693**	**30%**

Figure 109: Electricity Backlog Assessment

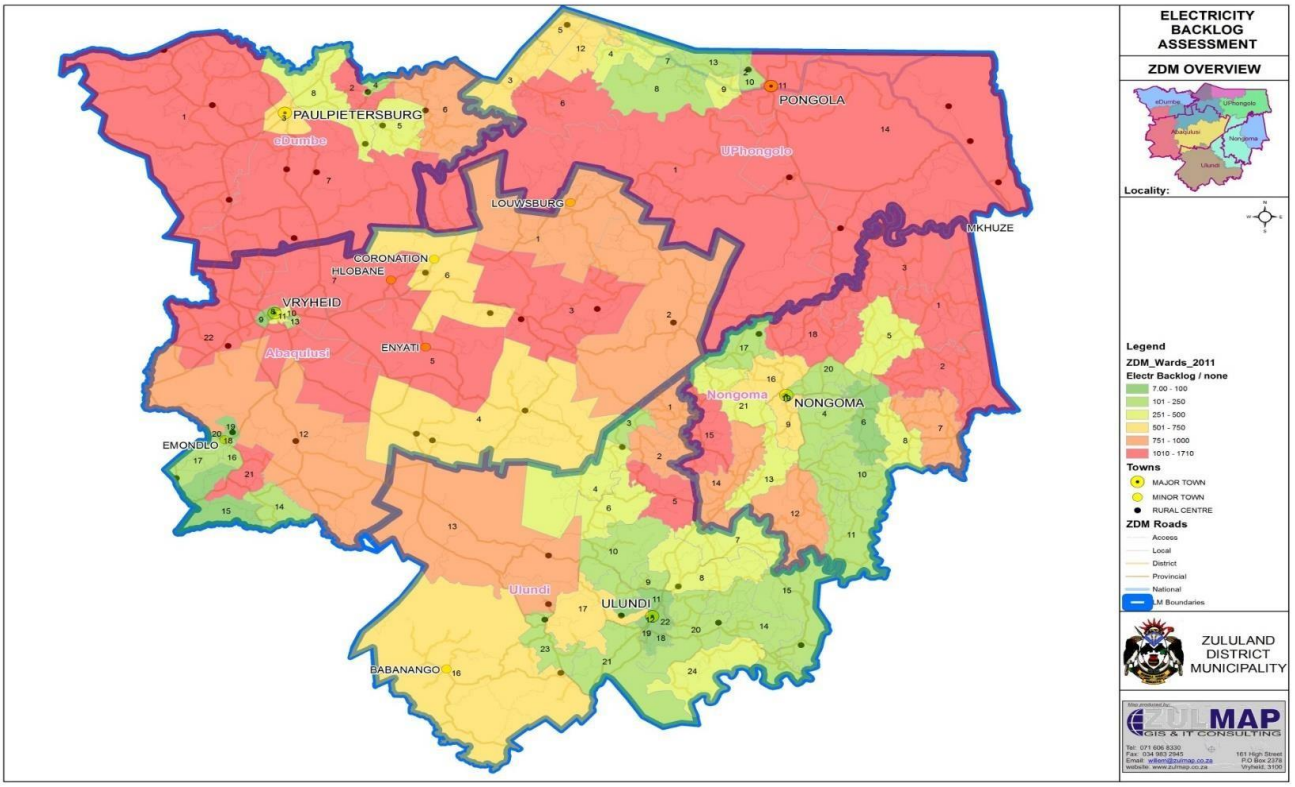
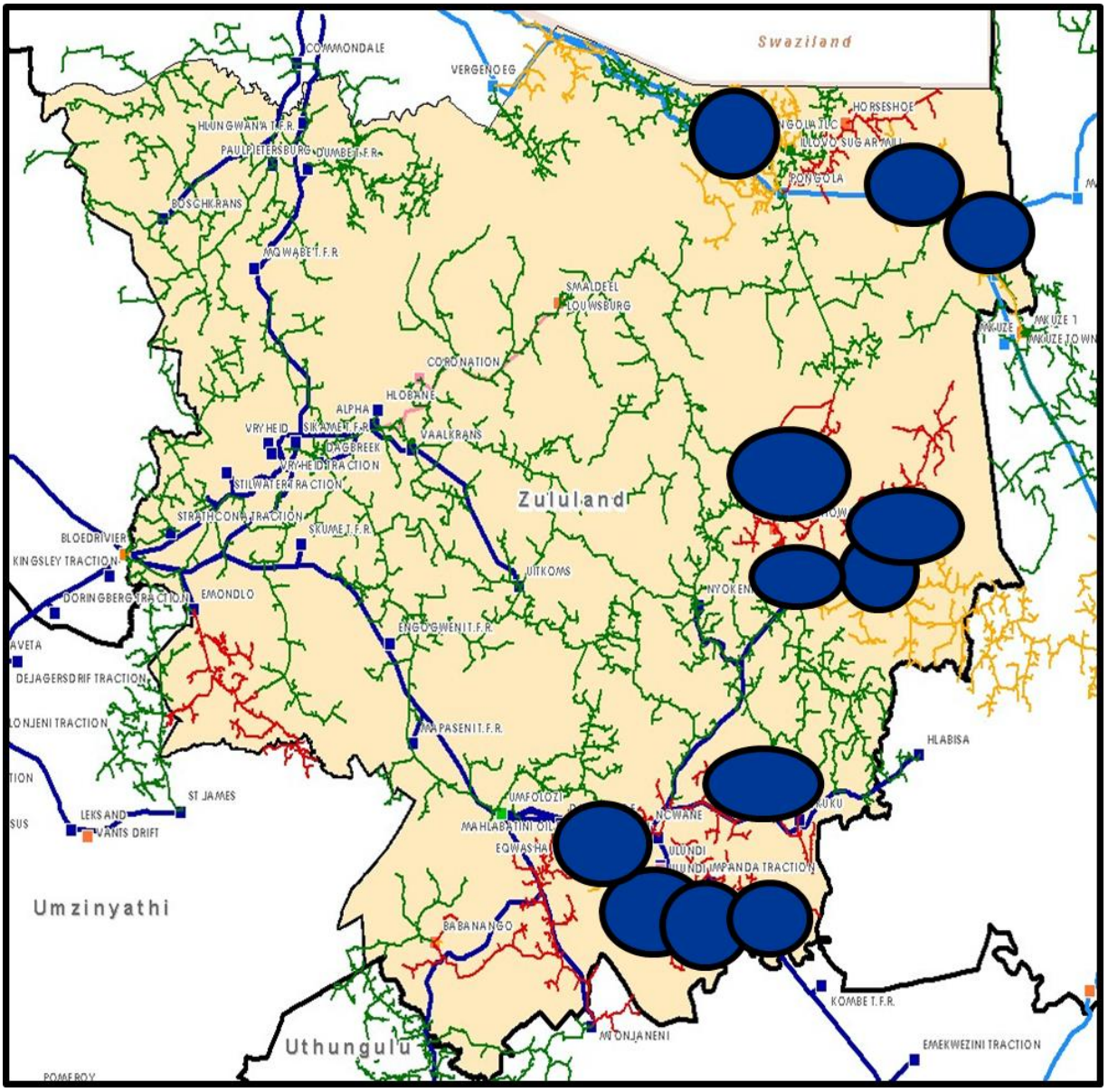


Figure 110: Zululand District Municipality Electricity Network Constraints (2018)



Source: Eskom (2019)

The projects set out by the Department of Energy have been implemented as follows:

- KwaMbhucu, Enkanjini and Emagiqweni – 304 connections;
- Ncontshane new RDP houses – 488 connections; and
- Ward 7 infills type 1 and 2 – 500 connections and will be completed in June 2018.

The municipality has endured monetary losses due to the poor distribution of electricity through ageing infrastructure and poor maintenance. In an endeavour to mitigate this, the Municipality appointed service providers in 2017 to assist with metre reading and metre sweeps will be conducted to detyermine metres that have been bypassed or bridged illegally.

Figure 111: Electricity Connections in uPhongolo

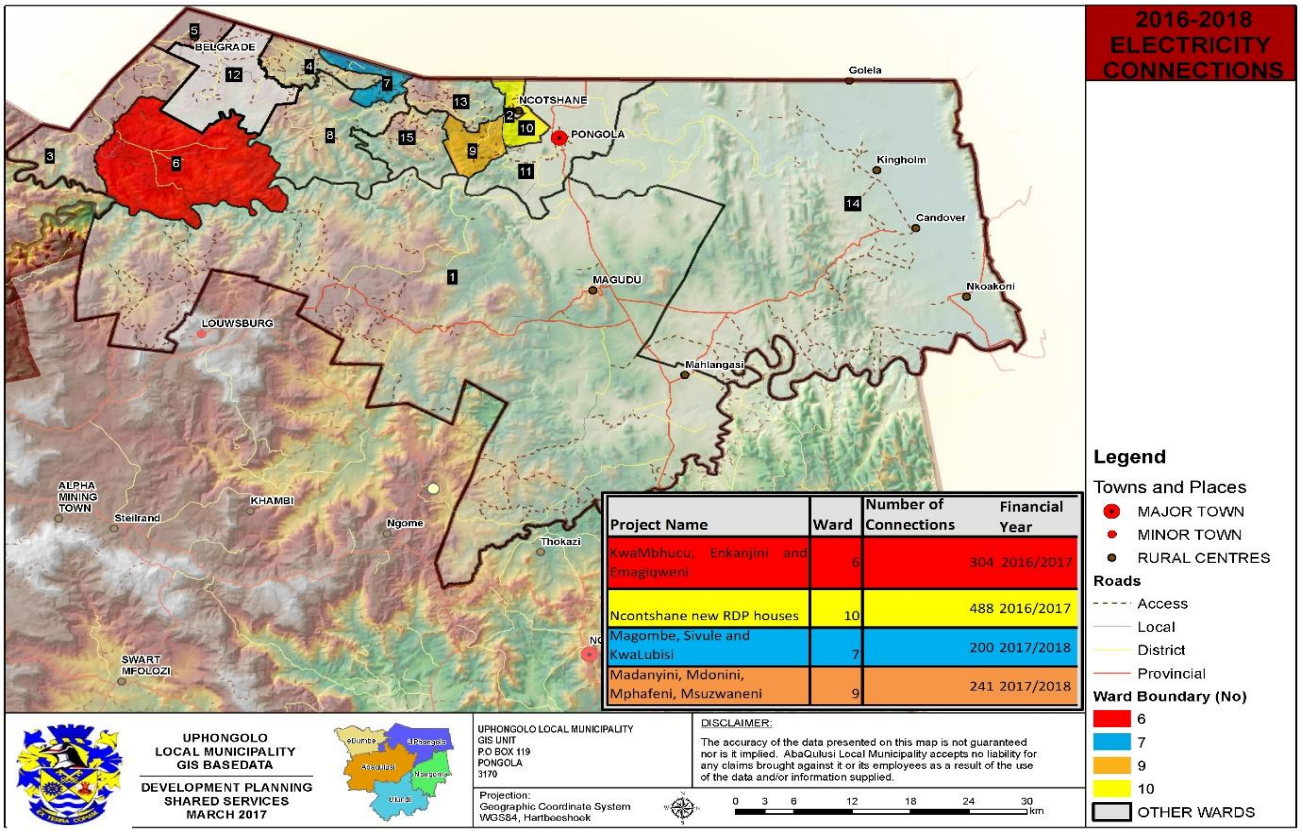
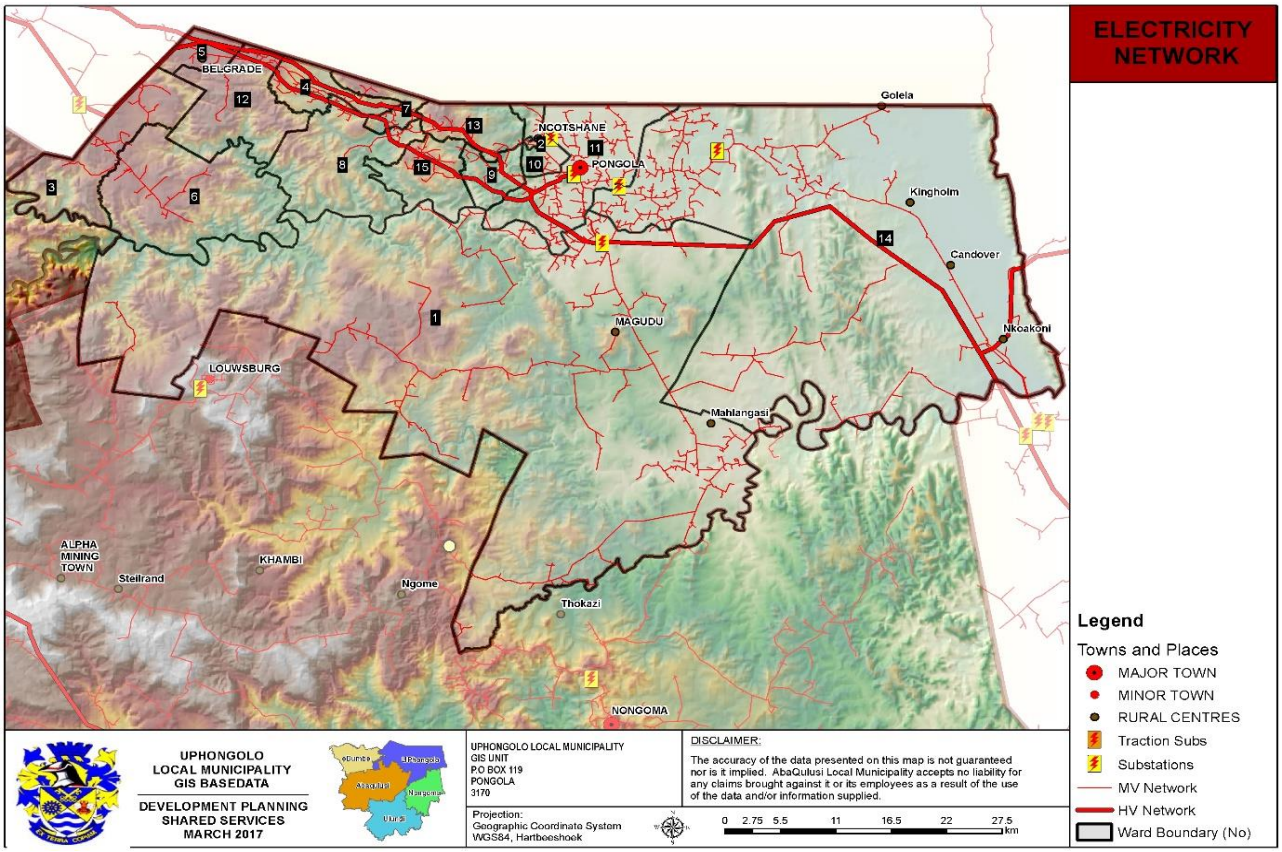


Figure 112: Electricity Network in uPhongolo



4.6.6 Municipal Co-Ordination Of Development Activities

The Municipality has been successful in its endeavour to co-ordinate its developmental activities with relevant sector departments and service providers. The primary role of the Municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the Municipality to understand the extent to which households in its area of jurisdiction have access to the various services that are essential for their livelihood including electricity.

4.7 Access To Community Facilities

4.7.1 Cemeteries

uPhongolo Municipality has does have existing cemetery sites situated at Phongola, Ncotshane, Belgrade and Magudu. Clearly the Municipality requires more burial sites to cater for its dead. It is common cause that burial arrangements are closely bound with cultural and religious traditions. In most cases burial sites are needed in relatively close proximity to settlements. According to the

Zululand Cemeteries Master Plan approximately 700ha of land will be required in the Zululand District Municipality by the year 2020 to accommodate an estimated 800 000 cumulative deaths for that time. uPhongolo Municipality intends to develop its own cemetery plan which shall be budgeted for during 2018/2019 financial year.

4.7.2 The Status, Backlogs, Needs and Priorities

In line with the information provided above, it is clear that the status of cemeteries in uPhongolo Municipality is currently dire and requires timeous intervention in terms of identifying suitable land to cater for cemetery requirements. The table below shows the breakdown of the land needs as per Zululand District cemetery requirements:

Figure 113: Estimated Cemetery Land Requirements (2020)

Municipality	Projected Population	Cumulative Deaths up to 2020	Recommended Land Required (ha)
EDumbe	67 583	52 723	46
UPongolo	113 149	88 274	78
Abaqulusi	230 191	179 558	156
Nongoma	253 114	197 479	171
Ulundi	366 677	286 044	249
ZDM	1 030 714	804 078	700

Source: Cemetery Master Plan

The Districts Cemetery Plan (2003) provides the following information:

- In the urban centres, cemeteries are provided by the Municipalities, who provide grave-sites at specified tariffs and keep records of burials.
- Cemeteries are provided and maintained by some religious congregations such as the Anglican Church, Catholic Church, Lutheran Church and others.
- Where land is set aside for cemeteries on tribal land the cost of burial sites is included in the general fees payable to the tribal authority.
- In selected rural areas with a low population density, burials are allowed near family homesteads.

- On some commercial farms burial sites are provided for staff, but these provisions are now resisted by farmers as a result of the promulgation of the Extension of Security of Tenure Act.

An alternative to traditional burials which does not require land is cremation. However, there has been very low demand for cremations amongst the inhabitants of uPhongolo Municipality as a consequence of which there are at present no crematoria situated within the Zululand District.

Animal Pound

uPhongolo Municipality is in the process of setting up the necessary systems in relation to the establishment of an animal pound. These would include the passing of pound bylaws, conducting of community workshops in relation thereto, identification of a suitable site for the establishment of a pound as well as the implementation of the applicable bylaw.

Health Facilities

uPhongolo Municipality is relatively well-serviced with 15 clinics although these are located mainly in the western part of the Municipality. The locality of facilities corresponds with the settlement pattern of the Municipality. A large number of people live 3 to 5 km away from clinics. Locational challenges presented by the topography also need to be considered when developing health facilities as very few people amongst the population have a direct route traveling to the clinics.

The eastern areas of the municipality are not serviced by a clinic. When considering the settlement pattern, there a high demand for a permanent clinic in the eastern area of the municipality, although the provision of a mobile clinic services in the western areas can also be considered.

uPhongolo Municipality is serviced by one hospital namely the Itshelejuba District Hospital which is accessible via tarred road from the N2. Areas of the municipality situated more than 30km away from the hospital include Pongola, Magudu and Golela. There are currently 15 clinics in uPhongolo and a requirement of 19. uPhongolo Municipality is determined to achieve strategic provincial goals set out in the Service Delivery Improvement Plan 2019/2020 (KZN Department of Health):

Figure 114: Table KZN Department of Health Strategic Goals

Strategic Goal 1: Strengthen health system effectiveness
Goal Statement: Identifying and implementing changes in policy and/or practice to improve response to health and health system challenges and any array of initiatives and strategies that improves one or more of the functions of the health system that improves access, coverage, quality, or efficiency and strengthening performance and interconnectedness of the WHO health system building blocks including service delivery, health workforce, strategic information, commodities, health financing, and leadership and governance.
Strategic Goal 2: Reduce the burden of disease
Goal statement: Reduce and manage the burden of disease to ensure better health outcomes and an increase in life expectancy at birth.
Strategic Goal 3: Universal health coverage
Goal Statement: All people receive the full spectrum of the essential health services package including health promotion, prevention, treatment and clinical care, rehabilitation and palliative care.
Strategic Goal 4: Strengthen human resources for health
Goal statement: Develop and maintain a capacitated workforce with the capacity to deliver the appropriate package of health services at all levels of the health care system.
Strategic Goal 5: Improved quality of health care
Goal Statement: Rendering services that are (1) Effective (adherent to an evidence base resulting in improved health outcomes); (2) Efficient (maximises resource utilisation and avoids waste); (3) Accessible (geographically reasonable, timely and provided in a setting where skills and resources are appropriate to medical need); (4) Acceptable and patient-centred (takes into account need and demand and the aspirations of users); (5) Equitable (services that does not vary in quality because of personal characteristics such as gender, race, ethnicity, geographical location, or socioeconomic status); and (6) Safe (minimises risks and harm to service users).

The KZN Department of Health decided to focus on the Ideal Clinic Realisation and Maintenance (CRM) initiative which is integrated with primary healthcare re-engineering. The aim is to redirect service delivery to the needs of the community being served. Progress is monitored through Quarterly Progress reports and Annual Reports submitted to the provincial Office of the Premier and the Health Portfolio Committee, amongst others. The Strategic Goals are being achieved in line with the *Batho Pele* Principles.

Community Halls

Thirteen (13) out of a total of fifteen (15) wards have a community hall/centre each in uPhongolo. This means that only two (2) still need to be provided with community halls. The wards that already have community are as follows:

- Magudu Community Hall in Ward 1;
- Prince Bekayiphi Community Hall in Ward 3;

- Waterbaas Community Hall in Ward 4;
- Belgrade Community Hall in Ward 5;
- KwaNkundla Community Hall in Ward 6;
- Sthambi Community Hall in Ward 7;
- Madanyeni Community Hall in Ward 9;
- Ncotshane Community Hall in Ward 10;
- Phongolo Golf Club in Ward 11.
- Manyandeni Community Hall in Ward 12;
- Princess Ladlula Community Hall in Ward 13;
- KwaGumbi Community Hall in Ward 14; and
- KwaShoba Community Hall in Ward 15.

Taking the list above it follows that only wards 2 and 8 are still to be provided with community halls / centres.

Education Facilities

A backlog analysis in regard to education facilities in uPhongolo was carried out. The analysis established that a backlog exists whereby households are situated at a distance further than 5km from a primary school and every 3500 people constituting the need for another primary school. The education facilities backlog is shown as the following tables:

Primary Schools

Local Municipality	Required	Existing
Abaqulusi Municipality	25	104
eDumbe Municipality	10	71
Nongoma Municipality	33	98
Ulundi Municipality	27	158
uPhongolo Municipality	15	101

Source: ZDM IDP 2012/2017

Access to Primary Schools

Figure 115: Access to Primary Schools

	0 – 2.5km		
Local Municipality	**Households**	**Population**	**Percentage**
Abaqulusi Municipality	23231	157111	64%
eDumbe Municipality	9808	66332	65%
Nongoma Municipality	16908	114349	50%
Ulundi Municipality	12081	142571	60%
uPhongolo Municipality	15185	102696	66%
	2-5km – 5km		
Local Municipality	**Households**	**Population**	**Percentage**
Abaqulusi Municipality	9064	61300	25%
eDumbe Municipality	3493	23628	23%
Nongoma Municipality	10264	69415	30%
Ulundi Municipality	9792	66223	28%
uPhongolo Municipality	4965	33578	22@
	>5km		
Local Municipality	**Households**	**Population**	**Percentage**
Abaqulusi Municipality	3730	25226	10%
eDumbe Municipality	1896	12823	12%
Nongoma Municipality	6874	46489	20%
Ulundi Municipality	4439	30021	13%
uPhongolo Municipality	2797	18916	12%

Source: ZDM IDP 2012/2017

The uPhongolo Municipal Area is well-serviced by the 76 primary schools. Most households are located within a vicinity of 1 to 5km from schools. These areas are evenly distributed amongst the municipal

area. The areas that are not serviced are Golela Kingholm and Nkonkoni. These areas consist mainly of game farming and therefore have lower population densities which renders the establishment of education facilities not feasible.

Secondary Schools

Local Municipality	Required	Existing
Abaqulusi Municipality	7	45
eDumbe Municipality	3	27
Nongoma Municipality	12	49
Ulundi Municipality	7	66
uPhongolo Municipality	5	42

There 41 Secondary Schools servicing uPhongolo Municipality area. The eastern side of the Municipality is not as well serviced as the western parts, yet a comparison of the two sides which takes into cognisance the settlement distribution indicates that a fewer number of schools are actually required in this area.

Libraries

uPhongolo Municipality has 2 fully-fledged libraries. The first one is situated at Ncotshane: Yende Street, in uPhongola whilst the second one is at Pongola Town, No.61 Martin Street. The Belgrade Thusong Service Centre has a satellite library office.

Police Stations

uPhongola Municipality is serviced by two police stations with a service radius of 20km and the police stations. These are situated near Magudu, and Pongola. Over and above the aforementioned police stations there are two (2) satellite police stations situated in Belgrade and Klipwaal respectively. Other police stations that work in close proximity and co-operation with the two in uPhongolo are situated in Louwsberg, Jozini, Mkhuze and Ngome. Together with the Department of Community Safety and Liaison, the Municipality has launched ward safety committees of 10 volunteers per voting station which are led by the mayor to monitor and report crime within the wards. A community safety forum

has been established by the Municipality and it is operational. The forum comprises all municipal councillors, sector departments (including SAPS), crime prevention structures, etc.

4.7.3 Municipal Co-Ordination Of Development Activities

The Municipality has been successful in its endeavour to co-ordinate its developmental activities with relevant sector departments and service providers. The primary role of the Municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the Municipality to understand the extent to which households in its area of jurisdiction have access to the various services that are essential for their livelihood including access to community facilities.

4.8 Human Settlements

4.8.1 UPhongolo Municipality As Housing Developer For Human Settlements

It is common cause that the Provincial Department of Human Settlement requires and expects Municipalities to prepare Municipal Housing Plans. This is done against the backdrop that human settlment is a local function, yet it is dependent on bulk infrastructure that planned, co-ordinated and implemented at the district level. As a local municipality. the Municipality is thus the developer for human settlements in its area of jurisdiction.

4.8.2 Housing Sector Plan

The Housing Sector Plan that uPhongolo Municipality has at this juncture is subject to review during the 2018/2019 financial year.

4.8.3 Alignment Of Housing Sector Plan To KZN Human Settlements Spatial Master Plan (2030)

At the point when the uPhongolo Housing Sector Plan Review takes place it shall take into cognisance the KZN Human Settlements Spatial Master Plan and the alignment thereof. Led by the KZN Department of Human Settlements, the Spatial Master Plan shall involve sector officials and practitioners who shall create a coherent and all-inclusive MSP approach, specifically tailored for the province of KwaZulu-Natal. The plan is set to become the underpinning design for all human

settlements endeavours in the region. The MSP has identified key focus areas for prioritised investment based on housing needs and demands, population and infrastructure capacity of those areas.

4.8.4 Housing Chapter Highlighting Housing Needs And Planned Projects

The Housing Chapter provides guidelines that recommend the IDP processes and activites that form part of the analysis thereof. The guidelines include the following:

- An analysis of service gaps and resource potentials;
- A participatory-based community and stakeholder level analysis;
- Cross-sectoral municipality-level analysis in respect of (a) economic, (b) environmental, (c) institutional, (d) spatial and (e) socio-economic matters;
- The prioritisation of issues; and
- In-depth analysis of issues.

It is through this process that issues that affect development in the Municipality can be identified and explored. It is therefore safe to hold that the IDP has incorporated the Housing Chapter as recommended and envisaged by the Part 3 of the Housing Code.

4.8.5 Existing And Planned Housing Projects

The following serves as the strategic objectives to further guide the formulation of uPhongolo Municipal Housing Plan:

- To reduce the housing backlog by half in the next five years through the provision of approximately 6000 low cost housing units across the uPhongolo Municipality by 2018.
- To build an effective, efficient and caring government in the delivery of housing through embarking on a process to be accredited as well as being capacitated.
- To facilitate, fund, manage the provision of tenure and appropriate quality services and houses.
- To densify housing on well-located land as well as diversification of housing stock for various markets.

- To contribute to National Housing Policy processes and address gaps that hinder sustainable development.
- To mainstream the implementation of the Expanded Public Works Programme and Labour-intensive methods.
- To develop working partnerships with key role-players in the area, focusing on interaction between the mining and tribal authorities.
- To identify all potential land for future housing development, with the aim of encouraging integration and a mix of housing typologies.
- To encourage capacity building, training and information dissemination in relation to housing subsidy programmes.
- To create sustainable and viable rural communities.
- To improve the provision of services to all communities within 5 – 8 years.
- To locate new housing development within a rational urban development boundary to ensure sustainable development.
- To provide integrated, functional residential development that is complements social and economic amenities.

Addressing this housing need requires a tailor-made, focused approach, one that uses one or a combination of the following three broad categories of housing delivery:

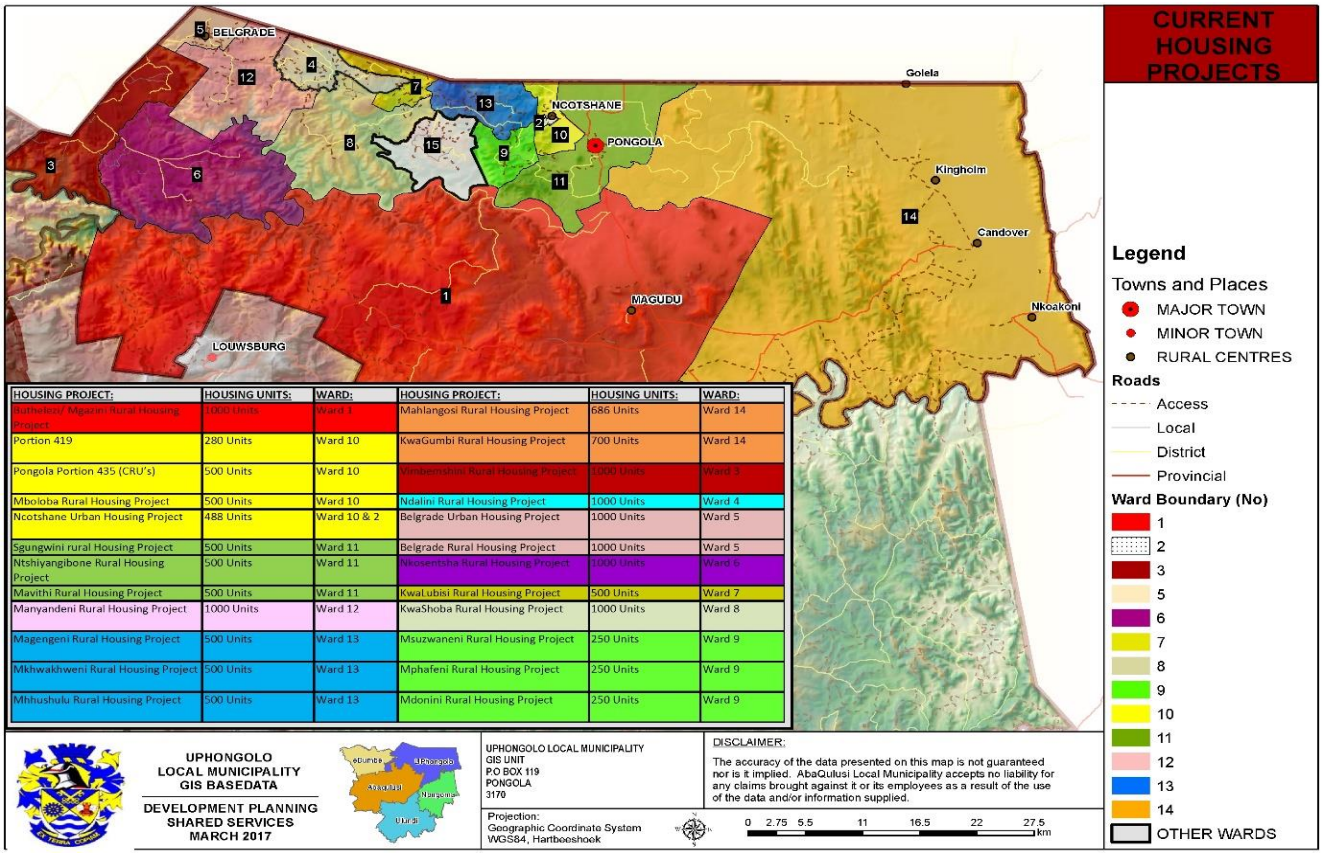
- To provide integrated, functional residential development that is complemented necessary social and economic amenities.
- The provision of tenure: The provision of tenure basically involves a Township Establishment process, which includes designing the layout, drafting the application and submitting it to Council, an EIA process, and surveying the township.
- The supply of essential services: The supply of essential services is an engineering aspect and involves the design and implementation of engineering services (water, sanitation, electricity and roads).
- The construction of top structures: The third component of housing and tenure delivery is the construction of top structures.

The Municipality's future housing projects should go beyond the delivery of housing units and focus on the creation of sustainable communities and settlements. This includes improving access to basic services, social/public facilities and creating opportunities for economic development.

Figure 116: UPhongolo's Planned and Ongoing Housing Projects

HOUSING PROJECT:	PROJECT AREA:	HOUSING UNITS:
Msuzwaneni Rural Housing Project	Msuzwaneni	250 units
Mphafeni Rural Housing Project	Mphafeni	250 units
Mahlangosi Rural Housing Project	Mahlangosi	686 units
Mdonini Rural Housing Project	Mdonini	250 units
KwaLubisi Rural Housing Project	KwaLubisi	500 units
Pongola Portion 435 (CRU's)	Portion 435 (Town)	500 units
Sgungwini Urban Housing Project	Sgungwini	500 units
Magengeni Rural Housing Project	Magengeni	500 units
Ntshiyangibone Rural Housing Project	Ntshiyangibone	500 units
Mkhwakhweni Rural Housing Project	Mkhwakhweni	500 units
Mavithi Rural Housing Project	Mavithi	500 units
Mhhushulu Rural Housing Project	Mhhushulu	500 units
Mboloba Rural Housing Project	Mboloba	500 units
Nkosentsha Rural Housing Project	Nkosentsha	1000 units
Manyandeni Rural Housing Project	Manyandeni	1000 units
Ndalini Rural Housing Project	Ndalini	1000 units
Buthelezi/ Mgazini Rural Project	Buthelezi/ Mgazini	1000 units
Vimbemshini Rural Project	Vimbemshini	1000 units
Belgrade Urban Housing Project	Belgrade	1000 units
Belgrade Rural Housing Project	Belgrade	1000 units
KwaShoba Rural Housing Project	KwaShoba	1000 units

Figure 117: Map Showing Current Housing Projects



HOUSING PROJECT:	HOUSING UNITS:	WARD:	HOUSING PROJECT:	HOUSING UNITS:	WARD:
Suthelezi/ Mgazini Rural Housing Project	1000 Units	Ward 1	Mahlangosi Rural Housing Project	686 Units	Ward 14
Portion 419	280 Units	Ward 10	KwaGumbi Rural Housing Project	700 Units	Ward 14
Pongola Portion 435 (CRU's)	500 Units	Ward 10	Vimbemshini Rural Housing Project	1000 Units	Ward 3
Mboloba Rural Housing Project	500 Units	Ward 10	Ndalini Rural Housing Project	1000 Units	Ward 4
Ncotshane Urban Housing Project	488 Units	Ward 10 & 2	Belgrade Urban Housing Project	1000 Units	Ward 5
Sgungwini rural Housing Project	500 Units	Ward 11	Belgrade Rural Housing Project	1000 Units	Ward 5
Ntshiyangibone Rural Housing Project	500 Units	Ward 11	Nkosentsha Rural Housing Project	1000 Units	Ward 6
Mavithi Rural Housing Project	500 Units	Ward 11	KwaLubisi Rural Housing Project	500 Units	Ward 7
Manyandeni Rural Housing Project	1000 Units	Ward 12	KwaShoba Rural Housing Project	1000 Units	Ward 8
Magengeni Rural Housing Project	500 Units	Ward 13	Msuzwaneni Rural Housing Project	250 Units	Ward 9
Mkhwakhweni Rural Housing Project	500 Units	Ward 13	Mphafeni Rural Housing Project	250 Units	Ward 9
Mhhushulu Rural Housing Project	500 Units	Ward 13	Mdonini Rural Housing Project	250 Units	Ward 9

4.8.6 Level of Services and Backlogs

The uPhongolo Municipality Housing Vision:

"To have uPhongolo residents housed in sustainable settlements by improving quality of household life."

The vision, objectives and strategic interventions of uPhongolo Municipal Housing Plan should respond to the housing needs within the Municipality. Existing housing developments such as the Ncotshane Housing Project are currently underway with a total of 1100 units to be constructed whereas todate 488 housing units have since been completed. Planned Housing Developments: with the table below showing all the housing projects in the pipeline within uPhongolo. The following two projects are nearer the implementation stage and will soon commence construction:

- KwaLubisi Rural Housing Project.
- KwaGumbi Rural Housing Project.

The Municipality will undertake the development of sustainable human settlements with a broader spatial restructuring framework, incorporating the principles of the National Spatial Development Plan, and the National Urban Strategy. The Municipality has a Housing Sector Plan which is a working document that guides all other roleplayers to set in motion the process of housing delivery that will be able to:

- Quantify the housing needs.
- Identify the structures that need to be created to effectively address the housing need.
- Identify housing projects, linked to actual needs, available resources and responsibilities of relevant role-players.

The Municipality will take into cognisance of the objectives of the Comprehensive Plan for the Development of Sustainable Human Settlements and the Guidelines for the Implementation of Labour-Intensive Infrastructure Projects under the Expanded Public Works Programme (EPWP) in all its Human Settlements projects.

The 2014/2015-2018/19 Medium Term Strategic Framework focuses on reforms aimed at achieving the following:

- Ensuring that poor households have adequate housing in better living environments;
- Delivering settlements that are spatially, socially and economically integrated;
- Supporting the development of a functionally and equitable residential property market; and
- Improving institutional capacity and coordination for better spatial targeting.

The Provincial Departments of Human Settlements must ensure that all municipalities align their human settlements projects in accordance with national targets that seek to achieve national priorities in terms of the MTSF.

The Housing demand within municipalities can be determined in two ways viz, statistical calculations and the housing establishment of housing waiting lists. The uPhongolo municipal area is characterized

by a shortage of suitably well-located land for housing development. The municipal housing plan was compiled using census data that identified 28,772 households, 83,5% formal dwellings and 11,545 agricultural households.

The Municipality does not have a housing demand database/ waiting list and an allocation of human settlements beneficiaries' policy in place. This phenomenon is not unique to uPhongolo but is a national challenge. In the endeavour to remedy the situation, the KZN Provincial Department of Human Settlements developed provincial guidelines on Allocation of Human Settlements Beneficiaries with the aim to facilitate a fair, equitable, transparent and inclusive selection and housing subsidy applications and approval process of all development projects aimed at creating sustainable human settlements.

uPhongolo Municipality is in a process of implementing a National Housing Needs Register (NHNR) which shall includes the following:

- It allows for the allocation of housing opportunities in a manner that greatly reduces malpractices and corruption.
- It is a web based system requiring users to connect to the internet and be registered to gain access eliminating the need for physical installations thereby reducing the time required for implementation.
- Municipality will be able to obtain a better understanding of the housing needs and backlog within their respective areas.
- It serves as a reliable planning and budgeting tool to enabling the delivery of housing based on identified need.
- It will assist to understand the different dynamics and needs of potential beneficiaries for various tenure options in the municipality.

The pace of delivering housing and specifically integrated human settlements has not been ideally rapid as desired. This process is being affected by a range of inhibiting factors, such as available infrastructure, access to land and state of spatial planning.

Figure 118: Table Showing uPhongolo Housing Backlog

	2007	**2010**	**2015**	**2020**
No. of Households	17 347	17 974	19 069	20 231
No. of Traditional Houses	8 011	8 011	8 011	8 011
No. of Formal Units	387	2 987	2 987	2 987
Housing Projects	2 600	0	0	0
* Ncotshane	(1100)			
* Esingungwini	(500)			
* Mavithi	(500)			
* Belgrade	(500)			
* Gumbi		(2000)		
Housing Backlog	6 349	4 976	6 071	7 233

It is important to acknowledge the following factors that may affect Municipal housing delivery:

- Land availability and particularly limited available state land.
- Some of the land in existing settlements is not suitable for housing.
- Farm land under private ownership and expensive.
- Low levels of affordability.
- Influx of people into the urban areas of uPhongolo.
- Impact of HIV/AIDS.
- Availability and reliability of data that highlights exact backlogs based on Unqualifiedneeds i.e. the number of people who need housing and who have applied, in some one way or other, for housing.
- Effective housing need in rural areas has not been quantified.
- Institutional issues.
- Certain tribal by-laws restricting access to housing.

- Poor services in most areas despite the existence of infrastructure. This also affects provision of free basic services and payment of services. Some of the infrastructure is not within current norms and standards.
- Some areas, e.g. farms and rural areas have no access to services.
- Financial arrangement and access to funding, e.g. access to credit is limited due to land ownership issues and low income levels.

4.8.7 Mechanism For Co-Ordination Of Housing Developments With The Service Providers/Authorities

The Municipality has a mechanism in place to co-ordinate the housing developments with service providers in the entire Pongola area where ithas jursidiction. This includes include meetings that are held with the Sector Department, Stakeholders in the presence of service providers/ implementing agents. The schedule for all the Housing Forums meetings planned for 2019 is below:

UPhongolo Housing Forums 2019 meetings are scheduled as follows:

Month	uPhongolo LM
FEBRUARY	14 February 2019
MARCH	16 May 2019
APRIL	15 August 2019
MAY	14 November 2019

4.8.8 Committed Funding for The Services in Support of Housing Projects

The Human Settlements projects have since been approved and budgeted for by the Department of Human Settlements while the District Municipality is also committing funds for the provision of bulk infrastructure.

4.9 Telecommunications

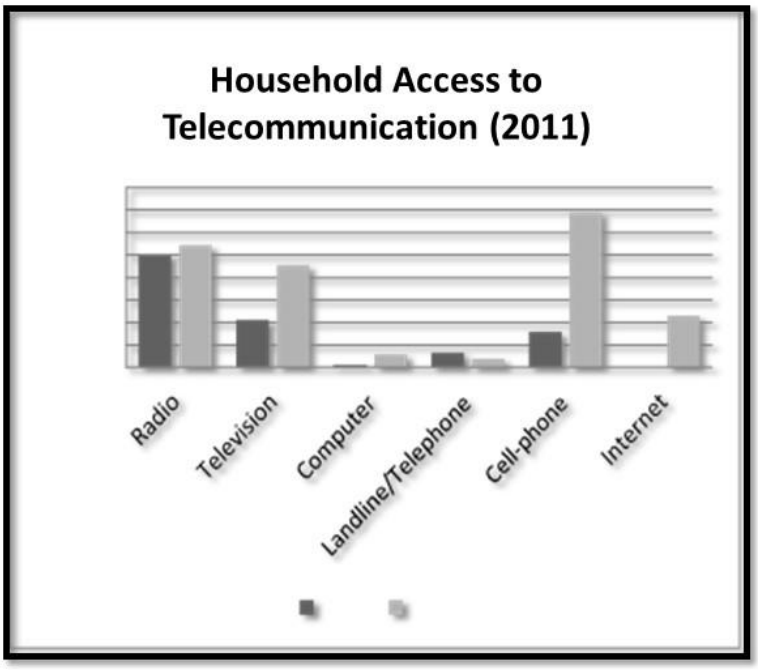
4.9.1 The Status, Backlogs, Needs, Priorities And Challenges

Figure 119: Household Access to Telecommunications

Telecommunication Goods	No of Households		% of Households	
	2001	2011	2001	2011
Radio	99744	108615	70.64	68.85
Television	42363	91323	30.00	57.89
Computer	2554	11344	1.81	7.19
Landline/Telephone	12954	7240	9.17	4.59
Cell-phone	31848	138124	22.56	87.56
Internet	0	45688	0.00	28.96

Source: Census 2011 Municipal Report

Figure 120: Household Access to Telecommunication (2011)



Between 2001 and 2011, there has been a dramatic increase in the number of households that had access to televisions, cell phones and the internet. In 2011, some 58% of all households had access to television; some 88% had access to a cell phone; and some 29% had access to internet. This is important to note, since it could, in the future, become a means to directly communicate with households

The South African Post Office provides postal services in the urban areas of the uPhongolo Municipality with satellite post boxes in the rural areas. However, the post boxes in the rural areas are not currently operational. In the previous financial year, it was recommended that the communities at large be engaged in identifying secured areas where post boxes can be installed. However, a backlog was identified because post boxes in the rural area are limited and not widely distributed. Consequently, this has led to a scenario whereby some densely populated rural settlements have no access to postal

services. Having seen this situation, the Post Office has embarked on a programme of delivering mail to individual households in all rural areas of eDumbe. This process is also of great importance as it allocates a number to each household for identification purposes which will further assist in obtaining the accurate number of households in rural areas.

The following service providers, Telkom, Vodacom, MTN and Cell C provide telecommunication services within the uPhongolo Municipality. Communication access is very limited in rural areas. Some rural areas are covered in terms of network coverage whilst the large rural population does not enjoy coverage, hence there is a need for intervention. Consequently, the Municipality is currently engaged in negotiations with Vodacom and MTN regarding the improvement of telecommunication infrastructure such as network towers that can provide adequate network in rural areas.

4.10 Provision Of Infrastructure Projects Relating To National 2018 and Local Government (2021) Elections

The Municipality has formulated a five-year plan (i.e. 2018/2019 to 2022/2023 IDP that has planned programmes and projects with an accompanying budget. The plan prioritises water, electricity, buildings and access roads. It can thus be inferred that the Municipality, working in conjunction with the Zululand District Municipality and the Independent Electoral Commission has indeed made provision in its IDP, for infrastructure projects relating to the National (2019) and Local Government (2021) elections. A copy IEC infrastructure needs is annexed for ease of reference.

4.11 Basic Service Delivery and Infrastructure Development SWOT Analysis

Figure 121: SWOT Analysis on Basic Service Delivery and Infrastructure Development

▪ **STRENGTHS**	▪ **WEAKNESSES**
▪ Comprehensive Infrastructure Plan ▪ Electricity by-laws in place ▪ Energy sector plan in place ▪ Building by-laws in place	▪ Poor maintenance of infrastructure ▪ Operations and maintenance plan not in place ▪ Shortage equipment (yellow machines) ▪ Ageing infrastructure` ▪ Outsourced solid waste removal services and lack a monitoring tool ▪ Staff shortage ▪ Budgetary constraints
OPPORTUNITIES	**THREATS**
▪ Support from sector departments ▪ Strategic location of uPhongolo along the N2 Corridor (gateway to Swaziland and Mpumalanga Province)	▪ Insufficient funds to address backlogs ▪ uPhongolo Municipality located far from major business centres ▪ No truck stop

Municipal Challenges and Interventional Measures

BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT		
	CHALLENGES	**INTERVENTIONS**
	Outdated energy sector plan	To review and adopt energy sector plan
	No Integrated Local Transport plan (ILTP) in place	To develop and adopt ILTP
	Insufficient yellow machine	Lease/buy yellow machine
	No Operational and maintenance plan in place	To develop and approve operational and maintenance plan
	Incompetence of yellow machine operators	Provide more adequate training for operators/skills development
	Electricity distribution losses	Phase out old analog meters with digital prepaid meters provided
	No Truck Stop and weigh bridge	To engage provincial DOT regarding weigh bridge
		To identify land and build a truck stop
	No integrated Waste Management plan in place	Develop/review integrated waste management plan

	Lack of monitoring tools and management system/s to service providers (grass and refuse removal)	To develop monitoring and management tool for service providers
	Lack of a traffic fine collection strategy and non-payment of traffic fines issued	Develop a comprehensive traffic fine collection strategy
	Lack of coordinated special development programmes (youth, women and disabled, children and the aged)	To establish a dedicated special development programmes committee that will coordinate the programmes and projects pertaining to issues related to youth, women, the disabled, children and the aged)
	Ineffective law enforcement and shortage of traffic officers	To endeavour to fill all posts budgeted in the traffic section
	No traffic related by-laws	Development and/or formulation and passing of applicable traffic by-laws
	Inadequate usage of the Thusong Service Centre and lack of stakeholders to operate in the centre	Communicate the opportunities available at the Thusong Service Centre through advertisement

LOCAL ECONOMIC DEVELOPMENT SITUATIONAL ANALYSIS

5 Local Economic and Social Development Analysis

5.1 Introduction

Trah *et al (*(2007) defines LED as an on-going process by which stakeholders and institutions from all spheres of society, the public and private sector as well as the civil society, work jointly to create a UNIQUE advantage for the locality and its firms, tackle market failures, remove bureaucratic obstacles for local businesses and strengthen the competitiveness of local firms.

5.2 Led Strategy/Plan

uPhongolo Municipality has an LED Strategy in place that was reviewed and approved by Council in 2017. The LED strategy is under implementation at this juncture. The LED strategy has been developed in terms of the 4th Generation IDP in line with the goals and objectives as set out in the latest reviewed KZN Provincial Growth and Development Plan (Vision 2035), the National Development Plan and District Growth and Development Plan. The LED Strategy was outsourced to a service provider.

It is submitted that the strategy development process identified all key stakeholder's participation including inputs from members of the public through the following platforms: stakeholder's engagement; surveys, LED Forum, business forum, co-operatives and SMME seminars to gain input. The LED strategy also includes the 2018/2019 MEC IDP recommendations for LED Key Performance Area.

5.3 Policy/Regulatory Environment

The Municipality has adopted an Informal Economy Policy encompassing policy regulating permits and zoning for street vendors. The Informal Economy Policy endeavours to achieve the following goals:

- The fundamental creation of an economic environment which is conducive for sustainable economic growth wherein by-laws and/or regulations that are in conflict with the revised

Provincial Growth and Development Strategy vision, Municipal and LED vision are duly amended.

- It is the intention of uPhongolo Municipality that through this policy it might pull the informal economy into the socio-economic mainstream. In this fashion, the vulnerability and marginalisation of those who find themselves working in this sector.
- The development of practicable guidelines for supporting and developing the informal economy; and
- Creation of support mechanisms for the informal economy.

At this juncture uPhongolo Municipality does not have a retention and investment policy. However, same has been budgeted for the financial year 2019/2020. The municipality has an **Investment Promotion Strategy** in place would be reviewed to be in line with the Industrial Development Strategy for the Municipality. The vision for the uPhongolo Investment Strategy states: "*To create an enabling environment promoting and facilitating the flow of investments that create jobs and alleviate poverty in uPhongolo Municipality".*

The Investment Strategy for uPhongolo Local Municipality has the following aims:

- To act as a mechanism of intervention to assist in addressing the economic development challenges within the municipality;
- To provide a plan to guide the Municipality in promoting the uPhongolo Municipality as an investment destination to potential investors;
- To take into consideration all the sectors that currently exist, including Tourism, Agriculture, Manufacturing, Fishing and Mining, and to examine potential opportunities within these sectors.

Further the objectives of the Investment Strategy include the following:

- To undertake a detailed economic analysis so as to enable identification of appropriate market interventions that will lead to investment attraction of the uPhongolo Municipality;
- To formulate an implementable investment framework to guide the promotion and support of sustainable investments within uPhongolo Municipality;
- To decide on incentives and other opportunities for investors in this Municipality;

- To create a database of capital investment projects within this Municipality including those which are being implemented, economic opportunities and future projects;
- To formulate a matrix to guide this municipality in terms of identification and prioritizing strategic projects for implementation.

The three strategies of the Investment Strategy include the following:

- Investment promotion and extension
- Infrastructure provision and development
- Creation of enabling environment for investment.

Implications for uPhongolo LED

- Alignment with other investment promotion and facilitation projects,
- Partnership with investment promotion and facilitation stakeholders,
- Creating an enabling environment for investment promotion, facilitation and aftercare services,
- Long Term as well as Short Term focus for projects

Investment Incentive Policy

uPhongolo Municipality developed an Investment Incentive Policy seeking to preserve and grow uPhongolo Municipality revenues to fund both Operating and Capital Expenditures while adhering to strict legal requirements. Thus, the purpose of this Policy was to develop an investment Incentive Policy for uPhongolo Municipality that will achieve the aforementioned aim.

By developing the Investment Incentive Policy, the Municipality envisaged that to broaden the economic base, stimulate economic development, promote the retention and expansion of local businesses and investments in the uPhongolo. This will be done through a provision of investment promotion and incentives package to facilitate and encourage investment. Further, the Policy brings a coherent approach to investment incentives by local government in uPhongolo, integrated with existing and planned national and provincial incentives programmes.

Implications for uPhongolo LED

- Alignment with other investment promotion and facilitation projects,
- Partnership with investment promotion and facilitation stakeholders,
- Creating an enabling environment for investment promotion, facilitation and aftercare services, Long Term as well as Short Term focus for projects

The Municipality has adopted the EPWP3 aligned policy, however with the launch of EPWP-Phase 4, the municipality would need to review its policy in alignment with the EPWP-Phase -4 requirements. It is the purpose of the policy to provide the Municipality with criteria to distinguish what work shall qualify for falling under the EPWP within the non-state sector EPWP. The policy shall also guide the Municipality in determining remuneration issues in this regard, seeing to it that workers shall be paid equitably for their labour.

In line with the national government endeavours of prioritising the development of the small enterprise sector for job creation through their mandatory registration in the Central Supplier Database (CSD), uPhongolo Municipality has sought to embark on registering all active/registered SMMEs and Co-operatives within its locality, which database shall be subject to constant update.

5.4 LED KPA's Response to the NDP, PGDP & DGDP Priorities

National Development Plan

The National Development Plan (developed by the National Planning Commission in 2011) seeks to eliminate poverty and to sharply reduce inequality by 2030, while at the same time create 11 million new jobs by providing a supporting environment for growth and development, while promoting a more labour-absorptive economy. Strategic Objectives of the NDP include the elimination of poverty, the encouragement of economic growth and opportunities, as well as an increase in the living standards of South Africans. Apart from this, a strong focus is also placed on a more inclusive, dynamic economy, skills development, increased investment, and acceleration of the growth of the economy.

The National Development Plan proposes to create these jobs by:

1. Realising an environment for sustainable employment and inclusive economic growth
2. Promoting employment in labour-absorbing industries
3. Raising exports and competitiveness

4. Strengthening government's capacity to give leadership to economic development
5. Mobilising all sectors of society around a national vision

Transforming the economy and creating sustainable expansion for job creation means that the rate of economic growth needs to exceed 5% a year on average. To bring this about the NDP proposes to increase exports through mining, construction, mid-skill manufacturing, agriculture and agro-processing, higher education, tourism and business services. In this regard the NDP also highlights the need for infrastructure development, reducing the cost of regulatory compliance, a more effective innovation system, and support for SMMEs, skills development, better access to finance and higher rates of investment.

Implications for uPhongolo LED

- Emphasis on inclusivity and job creation across all skills levels within the economy
- Need for the identification of key sectors of influence
- The creation of jobs through investment in key sectors
- Inward and outward strategies to enhance inter-regional trade and investment
- Beneficiation and agro-processing (developing on existing strengths)
- Transformation of rural and urban areas through LED interventions
- Building the capacity of Municipalities to *implement* LED plans and programmes

National Framework for Local Economic Development in South Africa (2014 – 2019)

The newly developed *National Framework for Local Economic Development in South Africa* provides a detailed understanding of Local Economic Development as a HOLISTIC SYSTEM comprising of a number of interdependent pillars.

The 2014–2019 National Framework for Local Economic Development (LED) is intended as a strategic coordination, planning and implementation guide that provides and enhances a commonly shared understanding of LED in South Africa. Key challenges for LED in South Africa are identified as:

1. Lack of agreement on the ***meaning of Local Economic Development***
2. Poor ***intergovernmental relations*** in Local Economic Development
3. Inabilities to develop ***productive partnerships*** to maximise local competitiveness
4. A Lack of ***clear communication and knowledge sharing***
5. Local Governmental ***capacity constraints***

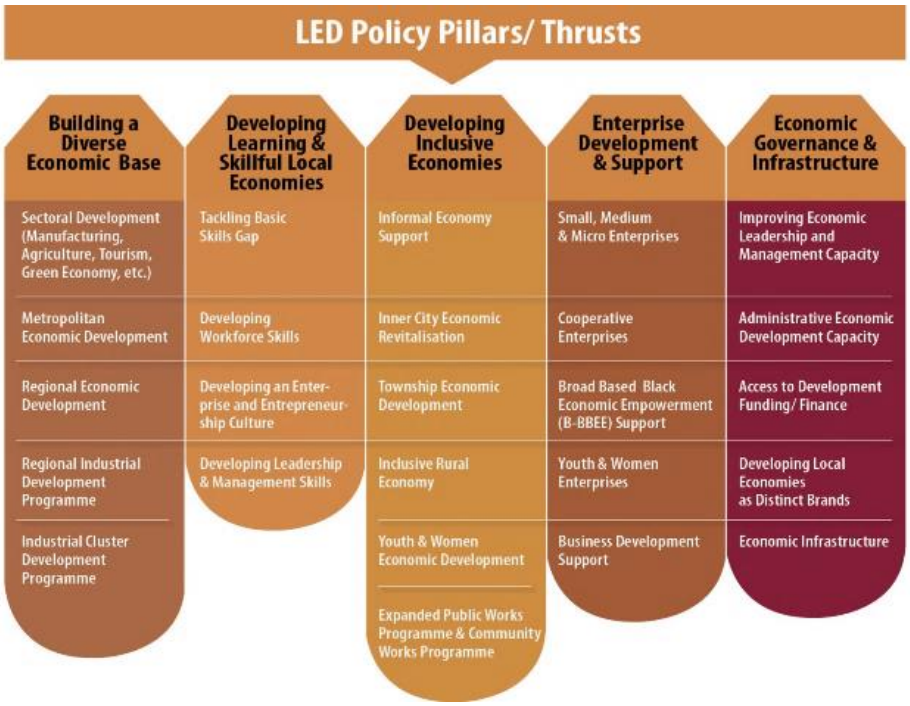
6. Differentiated approaches to ***LED Support*** between large cities and poorer and smaller municipalities
7. ***Funding*** for Local Economic Development Projects, particularly in municipalities that struggle for resources
8. Poor ***Investment in Economic Information*** and identifying the strategic competitiveness of regions
9. Lack of a dedicated focus on ***supporting the "Second Economy"***

LED is not one dimensional and nor is it sector-specific. The National Framework presents the following five pillars for sustainable Local Economic Development. These pillars are as follows:

1. Building a Diverse Economic Base
2. Developing Learning and Skilful Local Economies
3. Developing Inclusive Economies
4. Enterprise Development and Support
5. Economic Governance and Infrastructure

These pillars are deconstructed and explain in the figure below:

Pillars of Local Economic Development



Source: National Local Economic Development Framework (2014 – 2019)

Implications for uPhongolo LED

- Multi-faceted and multi-dimensional LED Focus
- A more aggressive focus to infrastructure development and basic service delivery
- Importance of the informal / second economy in development
- Inclusive rural economies
- Skills development and training programmes
- Diversification while building upon existing competitive advantages
- Marketing of uPhongolo as an investment friendly region
- Building stronger partnerships with the private sector

New Growth Path

The New Growth Path's main focus areas are to create decent work opportunities, reducing inequality and to end poverty in South Africa. Government aims to achieve this through a New Growth Path founded on a restructuring of the South African economy to achieve labour absorption and a steady economic growth rate.

Government is committed to forging such a consensus and leading the way by:

1. Identifying areas where employment creation is possible on a large scale as a result of substantial changes in conditions in South Africa and globally.
2. Developing a policy package to facilitate employment creation in these areas, through:
3. A comprehensive drive to enhance both social equity and competitiveness;
4. Systemic changes to mobilise domestic investment around activities that can create sustainable employment; and
5. Strong social dialogue to focus all stakeholders on encouraging growth in employment-creating activities.

The New National Growth Path incorporates the Industrial Policy Acton Plan and various other policies, programmes and strategies. The aim of the New Growth Path is to ultimately create a more developed, democratic, cohesive and equitable economy and society in South Africa.

Achieving the New Growth Path requires that certain key trade-offs be addressed. This will put emphasis on government's prioritisation to support employment creation, equity and the directions business must move to facilitate a growing economy.

Some key trade-offs include:

1. Between present consumption and future growth, since that requires higher investment and saving in the present;
2. Between the needs of different industries for infrastructure, skills and other interventions;
3. Between policies that promise high benefits but also entail substantial risks, and policies that are less transformative and dynamic but are also less likely to have unintended consequences;
4. Between a competitive currency that supports growth in production, employment and exports and a stronger Rand that makes imports of capital and consumer goods cheaper; and
5. Between the present costs and future benefits of a green economy.

Implications for uPhongolo LED

- Creation of decent work opportunities
- Reducing inequality and poverty eradication
- Transformation and equity combined with enhanced competitiveness
- Importance of tourism and high-level services in job creation and economic growth
- Importance of agricultural value chain – increasing agri-processing

Regional Industrial Development Strategy

The Regional Industrial Development Strategy (RIDS) presents a comprehensive framework for industrial development in South Africa and builds on the outcomes of the National Spatial Development Perspective (NSDP). The NSDP acknowledges the fact that the landscape of economic development is not equal across all regions in the country and emphasises the need for focused growth based on proven economic development potential.

The main intentions of RIDS are to:

1. Help to achieve the national industrial development objectives as set out in the National Spatial Development Plan.
2. Further the goals of the Accelerated and Shared Growth Initiative of South Africa.

3. Conform to the principles of the Integrated Manufacturing Strategy, the Micro-economic Reform Strategy and the current draft National Industrial Policy Framework.
4. Enhance the capacities and potentials identified in the Urban Spatial Competitive Framework and the Local Economic Development framework. These seek to address spatial constraints and opportunities related to industrial development in municipalities.
5. Conform to principles of enterprise development and Black Economic Empowerment.
6. Conform to the government's environmental and other relevant policies.

Implications for uPhongolo LED

- Cognisance of spatial economy
- Equity in spatial development
- Area-specific LED programmes and policies tackling spatial challenges and concerns

Industrial Policy Action Plan (IPAP)

In January 2007 Cabinet adopted the National Industrial Policy Framework (NIPF) which sets out Government's broad approach to industrialisation. Implementation of industrial policy was set out in the Industrial Policy Action Plan (IPAP), which was later revised to incorporate a longer-term 10 year view of industrial development, to form the IPAP 2. The analysis indicated that seven sets of policies are critical to achieve a scale-up of industrial policy and a shift towards strengthening the productive side of the economy in general. These policies are:

1. Stronger articulation between macro and micro economic policies;
2. Industrial financing channelled to real economy sectors;
3. Leveraging public and private procurement to raise domestic production and employment in a range of sectors, including alignment of BBBEE and industrial development objectives, and influence over private procurement;
4. Developmental trade policies which deploy trade measures in a selected and strategic manner, including tariffs, enforcement and SQAM (standards, quality assurance and metrology) measures;
5. Competition and regulation policies that lower costs for productive investments and poor and working-class households;
6. Skills and innovation policies that are aligned to sectoral priorities; and

7. Deploying these policies in general and in relation to more ambitious sector strategies, building on work already done.

Implications for uPhongolo LED:

uPhongolo does not have a strong manufacturing base and as such, the LED Strategy should ensure that the following key focus areas are addressed and incorporated:

- Financing is made available for the expansion of real economic sectors;
- Leveraging of both public and private procurement; and
- Alignment of skills towards sectoral priorities and industry demand.

Micro-Economic Reform Strategy

The Microeconomic Reform Strategy (MRS) represents the integrated action plan of the economic, investment and employment cluster and seeks to improve the business environment for firms *at **the microeconomic level***.

The MRS suggests specific measures for improvement in the areas of:

Crosscutting issues: Technology, human resource development, access to finance and infrastructure

Competitive input sectors: Transport, telecommunications and energy

Prioritised growth sectors: Export sectors, investment, agriculture

Equity and growth: BEE, small business development, employment and geographic spread

In order to implement microeconomic reform certain sectors are prioritised at national and regional levels. At the national level the sectors prioritised at present are as follows.

- Clothing and textiles
- Automotive, components and transport equipment
- Agro-processing
- Mining, metals and minerals beneficiation
- Chemicals and biotechnology
- Crafts

- Information and Communication Technologies

Implications for uPhongolo LED:

- Micro-economic focus
- Importance of agriculture and agro-processing
- Small-scale, bottom-up development
- Self-sustainability at the micro-level

Provincial Growth and Development Strategy and Plan (PGDS and PGDP)

This PGDS and PGDP provides KwaZulu-Natal with a reasoned strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments.

Attention is given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. This will lay the foundations for attracting and instilling confidence from potential investors and developing social compacts that seek to address the inter-connectedness of the Provincial challenges in a holistic, sustainable manner, whilst nurturing a populous that is productive, healthy and socially cohesive.

The PGDS aligns itself to the Millennium Development Goals (MDGs), the New Growth Path (NGP), the National Development Plan (NDP), as well as various other national policies and strategies. It identifies seven strategic goals, all of which have a direct bearing on economic development. They are:

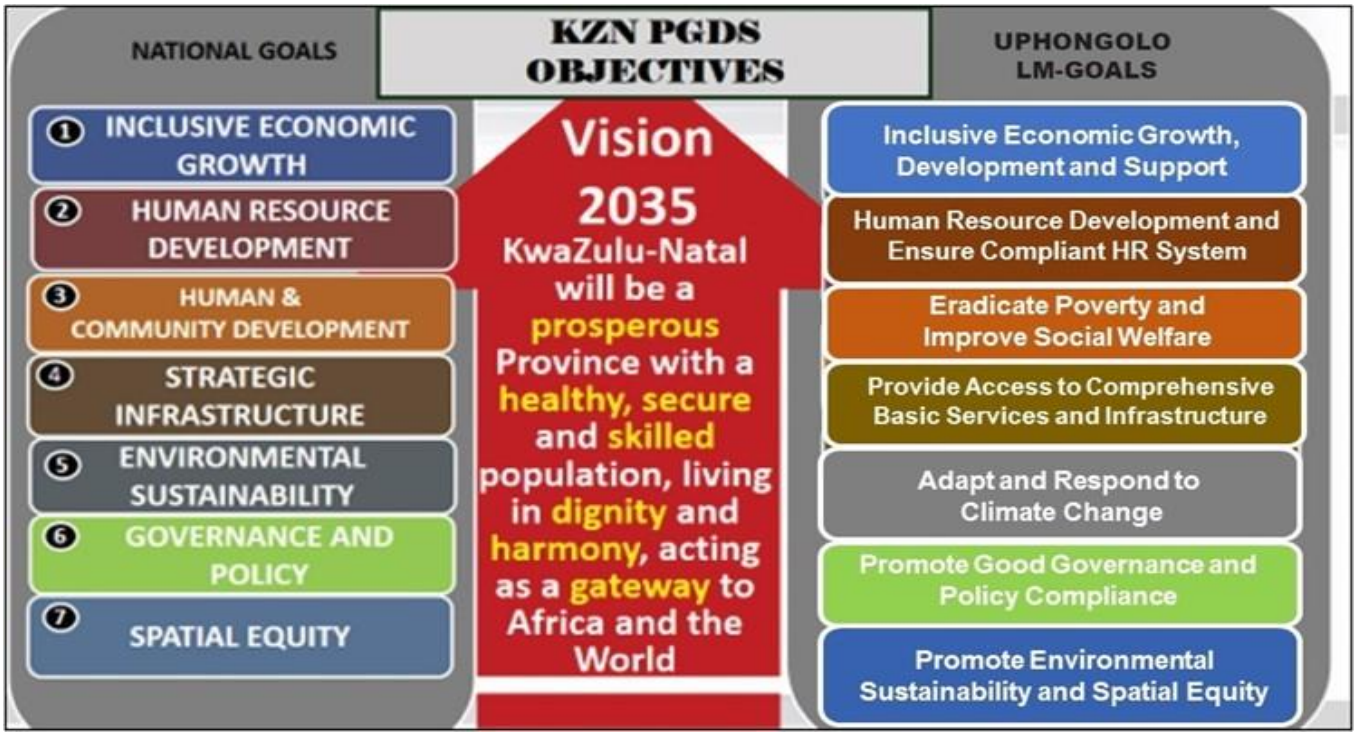
1. Goal 1: Inclusive Economic Growth;
2. Goal 2: Human Resource Development;
3. Goal 3: Human & Community Development;
4. Goal 4: Strategic Infrastructure;
5. Goal 5: Environmental Sustainability;
6. Goal 6: Governance and Policy; and
7. Goal 7: Spatial Equity.

Strategic Goal 1, Job Creation, deals directly with local economic development, and is of particular importance to the purposes of the current analysis. The key strategic objectives within this goal are:

1. Unleashing the agricultural sector;
2. Enhancing sectoral development through trade and investment;
3. Improvising the efficiency of government-led job creation programmes;
4. Promoting SMME and entrepreneurial development; and
5. Developing the knowledge base to enhance the knowledge economy.

In addition, other cross cutting goals and objectives relate to the development of strategic infrastructure such as roads and rail, ensuring demand-driven skills development and training, ensuring efficient coordination between all developmental stakeholders, and promoting spatial equity through spatial concentration.

uPhongolo LED Key Performance Area responds comprehensively to the Provincial Growth and Development Plan and Zululand District Municipality Growth and Development Plan priorities. The LED Strategy aligns with National, Provincial and District Policy Frameworks. LED goals, strategies and initiatives from the strategy are responsive and feasible to the key challenges identified. All the projects are budgeted for by the Municipality and relevant sector departments.



Implications for uPhongolo LED:

To this end, the uPhongolo LED needs to ensure:

- A focus on development of key economic sectors (agriculture, manufacturing, tourism, SMME & informal sector and services);
- Advancement of investment promotion and facilitation as a means to stimulate economic development;
- Development of SMMEs and promotion of entrepreneurship;
- Industry-driven skills development and training;
- Development of spatial concentration through use of nodal and corridor development;
- Enhanced coordination between all stakeholders.

Zululand District Municipality Growth and Development Plan Goals

Goals	Vision	uPhongolo Municipality Goals
Job Creation	**Zululand District Growth and Development Vision 2035**	Inclusive economic growth, development and support
Human Resource Development		Human Resource Development and Ensure Compliant HR System
Human and Community Development		Eradicate Poverty and Improve Social Welfare
Strategic Infrastructure		Provide Access to Comprehensive Basic Services and Infrastructure
Environmental Sustainability		Adapt and respond to climate change
Governance and Policy		Promote good governance and policy compliance
Spatial Equity		Promote Environmental Sustainability and Spatial Equity

The Provincial Growth and Development Plan and Zululand District Municipality Growth and Development Plan goals, objectives, strategies and projects of the Strategy are responsive to the issues identified in the situational analysis.

The economic drivers in the uPhongolo Municipality are clearly indicated with their current performances showing that farming as in sugarcane and citrus fruits are the highest performing drivers. These are closely followed by tourism.

KwaZulu-Natal Industrial Development Strategy (IDS)

The IDS aims at developing KZN's manufacturing industry and related services. In doing so it sets out the short to medium term programmes that have been identified by the Department of Economic Development, Tourism and Environmental Affairs (EDTEA) to address these issues. Through the Strategy, it was identified that the Province needs to:

1. Pursue policies designed to ensure macroeconomic stability, growth, low inflation and high employment to the extent possible;
2. Increase emphasis on investment;
3. Increase effective delivery of - skills, infrastructure, research and development, and innovation - especially vocational and scientific/technical education;
4. Continue with its active industrial policy to protect and enhance modern manufacturing capacity but should also focus heavily now on re-organisation of agencies and resources in partnership with business and labour, for significant improvements in the speed and quality of implementation;
5. Ensure that funds be made available and administered appropriately, to fund the training and retraining of workers who have been made redundant or whose skills need updating.

The strategy seeks to increase the level of development diversity in the provincial economy. The strategy identifies two critical issues which must form the overall focus of the Province in achieving industrial development, namely, productive growth and job creation. In order to achieve this, the human capital potential of the provincial economy will need to be further enhanced, thus sustainable sector development in less developed and rural areas is a priority.

Implications for uPhongolo LED:

In order for the uPhongolo LED to ensure alignment with the IDS, a number of strategies presented within the four key clusters, relevant to this LED Strategy, must be adhered to. These clusters and the strategies relevant to LED in uPhongolo are detailed below:

Cluster 1 - Infrastructure development

- Road infrastructure (particularly development of connecting rural roads);
- Broadband roll-out;
- Spatial planning and identification and zoning of industrial land;
- Development of specific industrial parks and hubs;

Cluster 2 - Skills development

- Development of agribusiness incubators;
- The development, with the private sector, of a vocational lifelong training and education;
- Development of a re-skilling programme in the Clothing and Textiles sector;
- The implementation of technical centres and hubs to improve local R&D and entrepreneur development in R&D (i.e.: textile technology);
- The development of highly focussed and targeted SMME training in partnership with the private and public sector procurement programmes;
- With Transnet, Eskom and Water Utilities, re-instate artisanal training centres.

Cluster 3 - Sustainable jobs and entrepreneurial development

- Focus attention on community and small grower schemes;
- Recycled paper and waste paper recovery;
- Implement a hawkers cooperative for those who collect waste paper and formalise supply arrangement to large firms;
- Develop linkages between agro process activities in rural areas and larger wholesalers

Cluster 4 - Productive growth

- Develop and implement investment plan for alternative energy;
- Upgrading of the KwaZulu-Natal white-goods industry to increase production and grow exports;
- Investment and production roll out plan for solar water heater manufacturing;
- Development of small-scale maize milling plants at rural hubs;
- Investigate the production of specific high value niches for textile and clothing production.

KZN Investment Strategy

The KZN Investment Strategy was developed as a tool to all stakeholders to assist in attracting and facilitating foreign and domestic investment in KwaZulu-Natal. The objective of the Strategy is to enable all stakeholders in the province to work together in promoting, attracting and facilitating foreign and domestic investment, both of a public and private sector nature, into productive industries (income and asset creation), driven by the comparative advantages of the province in order to stimulate job creation and income generation. The key areas of focus of the strategy are:

1. Improving structures and systems of investment promotion and facilitation, and working together;
2. Attracting investment to meet job targets;
3. Channelling resources to where they have the greatest impact (i.e.: foreign countries, geographic areas, economic sectors);
4. Ensuring that competitive advantages are utilised to the fullest and building on these;
5. Alignment and integration with national, provincial and local policies, strategies and programmes (including Richards Bay IDZ, DTP);
6. Maximisation of job creation and retention through business retention & expansion;
7. Gaining optimal benefit from incentives such as DTI sector-based incentives and service & utility incentives;
8. Public sector investment into infrastructure to lead the private sector (including rural and small towns).

Implications for uPhongolo LED:

The LED strategy for uPhongolo has been developed with the above principles in mind, i.e.: ensuring that the municipality creates an environment which is conducive to effective promotion and attraction of investment, as well as efficient facilitation of investment. To this end, the LED strategy must:

- Make suggestions towards improving the business environment in uPhongolo;
- Seek to improve co-ordination between key stakeholders who are required to work together to promote and facilitate investment;
- Identify key sectors and focus areas for inward investment (based on comparative advantages);

- Promote the sharing and development of research and information.

KZN Export Strategy

A Provincial Export Strategy was undertaken to identify the major challenges facing the province in terms export promotion and present implementable solutions to these challenges. The following are requirements identified by exporters as key to ensuring growth within the export market:

1. Good communications;
2. Cost-effective and reliable transport;
3. Certainty that goods will be efficiently delivered across international borders to customers;
4. Competitive pricing of the goods at destination through assistance with constraints;
5. Efficient payments to exporters and access to finance for exports;
6. Minimising of "red tape" associated with exports;
7. Skilling for exports and training in reducing input costs;
8. Smart export development, including spatial export development.

The strategy incorporates these elements into targeted programmes to provide exporters with assistance in the challenges they face. However, in order to successfully overcome these challenges and achieve the goals of the strategy, buy-in from all export stakeholders is required, along with a recognition of the vital role external bodies such as national government and export councils play in creating an enabling environment for trade.

In response to this, the Strategy presents five key programmes:

1. Programme No. 1: Enhancing the Export Climate and Competitiveness;
2. Programme No. 2: Improving Market Penetration;
3. Programme No. 3: Exporter Development;
4. Programme No. 4: Export Promotion;
5. Programme No. 5: Export Strategy Performance Measurement, Management & Review.

Implications for uPhongolo LED:

In order to ensure the uPhongolo LED is aligned with the relevant strategic programmes identified in the export strategy, the following key areas are of importance:

- Ensuring the there is a conducive business environment (minimise red-tape);
- Provision of the required bulk infrastructure;
- Efficient road and rail network;
- SMME and business development;
- Skills development and training;
- Promotion and facilitation of local exporters.

KZN Small Enterprise Development Strategy

The purpose of the Small Enterprise Development Strategy is to formulate a provincial wide framework that will assist in coordinating, orientating and guiding all small enterprise development programmes and related activities in the province of KwaZulu-Natal. Through this strategy, all stakeholders will be able to align their programmes and actions and therefore support and add value to the development of emerging small enterprises.

The key objective of the strategy is the implementation of a comprehensive and integrated programme for the development and growth of small enterprises in the province. This will be achieved by:

1. Developing entrepreneurship skills;
2. Facilitating easy access to local and international markets;
3. Facilitating access to finance;
4. Providing relevant and effective training to small enterprise operators; and
5. Facilitating a mentoring and incubation programme for all small enterprises in KZN.

Implications for uPhongolo LED:

In this regard, the uPhongolo LED shall ensure a focus on:

- Ensuring that entrepreneurial skills are developed;
- Providing assistance and support to SMMEs in terms of access to finance and markets;
- Training and skills development of small enterprises.

Provincial Tourism Master Plan

The Provincial Tourism Master Plan has recently been by Cabinet. Its main focus is the promotion of the Province through experiences, which are classified along the Province's tourism geographical regions. The vision of the tourism master plan is that *"by 2030 KwaZulu-Natal will be globally renowned as Africa's top beach destination with a unique blend of wildlife, scenic & heritage experiences for all visitors".*

As part of its mission, the tourism master plan aims to ensure that tourism development is guided by the following principles;

1. **A geographic spread of the tourism benefits** throughout the province
2. **A growth of visitor numbers** and visitor yields
3. Focused **(prioritised) tourism development** growing from the core of beach & Durban
4. **Superlative customer experiences** – quality, authenticity and service excellence
5. **Public and private sector collaboration**
6. **Demand-led development**, meeting market potential and needs
7. **Responsible tourism** ensuring sustainability & benefits for all

Implications for UPhongolo LED:

- Recognition of the importance of tourism within the context of LED
- Prioritised tourism development
- Tourism as a means of developing the most marginalised sectors of society
- Engagement with private sector for tourism development
- Sustainability and green tourism

Review of District and Local Documentation

Zululand IDP

The Zululand Integrated Development Plan highlights that the area was defined as a 'homeland' area during apartheid and as such was deprived of infrastructure investment and other economic incentives. Zululand remains one of the poorest regions in the country. The government services sector has declined in both absolute and relative terms since 2004 when Ulundi lost its role as the administrative arm of provincial government. Government services also generated the largest share of formal sector employment in the district. Informal sector activity provides the majority of employment

in the Zululand District. Despite this negative backdrop against which the Zululand economy has to perform, there are unique characteristics that present a range of economic development opportunities in the District. These are in relation to tourism, agriculture and the business sector. The Zululand IDP presented a number of key spatial economic features of the area that must be acknowledged including the following:

- The District offers at least two alternative road linkages between the Ports of Durban and Richards Bay on the one hand and Gauteng and Mpumalanga on the other. The future development and exploitation of the location in relation to the linkages should be investigated.
- On a provincial level it has been established that most major companies, specifically in the manufacturing sector, are located in proximity to a National Route. In the case of Zululand only the uPhongolo Municipality has access to a national route and this suggests limited potential for the region to attract major manufacturing companies.
- Three tourism anchors are located in the District, viz. Pongolapoort Dam, eMakhosini Heritage Park and the Ithala Game Reserve. At present the linkages between these tourism products are not well developed and this can only be partly addressed through the aviation industry. The development of these provincially significant tourism products, located strategically in the region, are not receiving the required support from provincial and national government.
- Agricultural activities in the Zululand District relating to timber, game farming, sugar cane and vegetable and fruit production have historically been driven by the commercial farming sector, but from a spatial perspective, opportunities also exist for promoting the involvement of emerging farmers in such agricultural enterprises. The establishment of irrigation initiative along the two uMfolozi Rivers should specifically be considered.

Implications for uPhongolo LED

Looking carefully at the strategic advantages identified for ZULULAND DISTRICT MUNICIPALITY, it is clear that the majority of the District's competitive advantages fall within uPhongolo District. Key advantages 1, 2, 3, 5, 6 and 7 all relate directly to uPhongolo Local Municipality and its strategic location within ZULULAND DISTRICT MUNICIPALITY.

- Building upon strategic border location
- Strengthening international relations with neighbouring countries
- Export focus

- Cultural and heritage tourism opportunities
- Importance of the Green Economy (sustainable energy production)

Zululand LED Strategy

Within the context of the broad vision the basic objectives of future economic development in the Zululand District Municipality as per the LED Strategy are the following:

- To reduce income leakage: The District has a population of in excess of one million people, however is dependent on "imported goods" or acquisition of goods outside the region to supply in the basic household requirements of its population. Examples of approaches to be adopted to reducing income leakage includes buy-local campaigns, encouraging local manufacturing (also for tourism market), providing appropriate housing and facilities in the District etc.
- To increase investment (both local and external): The District is relatively isolated and current capital investment in the area is limited. Capital investment generates job opportunities and income, as well as support district and local municipality levies, taxes and rates. Investment in tourism, agriculture and business is to be promoted. The focus should, however, not be only on investment from outside the region, but local investors should also be encouraged to invest locally.
- To promote local business development and business interaction: Commercial, agricultural and tourism businesses in the District functions independently within small groupings or geographical areas. Interaction between businesses will contribute to countering income leakage and establishing a new vibrancy in the economy.
- To increase entrepreneurial opportunities and employment: All of the above objectives needs to be supported by a strong focus on entrepreneurial development, micro and small business establishment, as well as related employment creation. This can be achieved through the establishment of appropriate support mechanisms.

Four categories of strategies, in line with approach adopted in the setting up of the Siyaphambili programme, have been identified, viz.

- overall district strategies: these strategies are general and the implementation thereof will, to a greater or lesser extent, impact on the development of all sectors of the economy;

- business strategies: considering the approaches to the development of the business sector which includes the following sectors: industry, commerce, construction, transport and mining;
- agriculture strategies: focusing on the development of the agricultural sector; and
- *Tourism strategies: focusing on the development of the tourism sector.*

Implications for uPhongolo LED

1. Alignment with other District Projects
2. Partnership with DDA for implementation
3. Long Term as well as Short Term focus for projects

Route 66 Tourism Strategy

The uThungulu District Municipality Tourism Development Plan identified the development of the R66 as one of the priority projects for the District. The Route is located along the R66 from the junction of the N2 and R102 at Gingindlovu to eMakhosini up to Pongola.

The Route provides linkages between uThungulu District and Zululand District, incorporating numerous cultural, historical and wildlife attractions, which otherwise would have existed in relative isolation. The Route aims to benefit from economies of scale by integrating these attractions and accommodation establishments into one holistic tourism experience.

The strategic intent of the Route is to:

- Define and package a number of underutilized cultural tourism resources;
- Contribute significantly to the branding of uThungulu as a Zulu cultural and heritage destination;
- Increase Tourism Revenue Yield in a rural area lacking formal economic opportunities; and
- Provide the opportunity for PDI involvement in the ownership and operation of tourism plant.

Relevance to uPhongolo LED:

The uPhongolo LED needs to be aligned to the goals of the R66 Tourism Route in order to promote its tourism potential.

Zululand Birding Route

In February 2010, The Northern Zululand Birding Route was reconstituted as a self-standing association to co-ordinate and manage the on-going development of birding tourism projects in KwaZulu-Natal. The Zululand Birding Route Mission is to promote and develop birding-based tourism in KwaZulu-Natal for the benefit of tourists, communities and birds.

In order for the ZBR to work towards a level of relative self-sustainability by 2014 it is imperative that the route ensures higher returns on input costs, greater levels of private sector support and self-generated income activities. The following are proposed as key actions to work towards:

- Integrating with other routes and harness spin off benefits;
- Increase private sector support;
- Increased ownership and buy in from community bird guides;
- Partnerships with tour operators.

Relevance to uPhongolo LED:

The uPhongolo LED needs to be aligned to the goals of the Zululand Birding Goals in order to promote its tourism potential.

5.5 Spatial Referencing of LED Programmes/Projects

Some LED interventions and projects within the uPhongolo Municipality are geo-referenced while some have not yet been captured spatially. The spatial capturing of LED projects will be underataken in 2019/2020 financial year and will be done internally through the GIS-Unit.

5.6 Identification of Beneficiaries

The beneficiaries have been well identified by the Municipality and the database is in place to include the SMMEs, Co-ops, EPWP-and CWP beneficiaries. The beneficiaries are listed in the table below.

PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH															
NATIONAL KEY PERFORMANCE AREA : LOCAL ECONOMIC DEVELOPMENT															
OUTCOME 9 : COMMINITY WORK PROGRAMME IMPLEMENTED AND CO-OPERATIVES SUPPORTED															
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST															
LOCAL ECONOMIC DEVELOPMENT															
PD23	Inclusive Economic Growth	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Planning & Development & LED	Create a conducive environment for investing and SMME growth in Phongolo	C 1.3	Provide training to the unemployed communities			Number	Number of unemployeed people trained on various skills	All unemployed ppl	300 unemployeed people trained on various skills by 30 June 2020	Opex - internal	All Wards	Attendance Register for attendance
PD 31	Inclusive Economic Growth	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Planning & Development & LED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	C2. 2	Tourism promotion and facilitation	SSP0054	Tourism bronchure & Profiling/ branding	Number	Number of tourism promotional initiatives to attract more tourists to Pongola.	4	4 Tourism promotional initiatives to attract more tourists to Pongola by 30 June 2020	Opex - internal	All Wards	Report on the promotion or Attendance Register and Photos

PD 33			Planning & Development & LED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	**C2.1**	Develop and revive tourism hubs and zones within uPhongolo		Development of Tourism facilities		Number of project progress report submitted to grant funders	18	18 project progress report submitted to grant funders by 30 June 2020	CAPEX_ Grant	All Wards	Project progress report
CMS 17	Inclusive Economic Growth	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Community Services	To promote arts and cultural services	C3.1	Development of Arts and Culture Strategy	OPC0026	Cultural	Number	Number of Tourism and Cultural events held	2	2 Cultural events held by 30 June 2020	Opex - internal	All Wards	Attendance Register and relevant report/photos
PD 25	Inclusive Economic Growth	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Planning & Development & LED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes	OPC0031	EPWP job creation	Number	No. of jobs created through municipality's LED initiatives including capital projects & EPWP	All unemployed ppl	45 jobs created through municipality's LED initiatives including capital projects &EPWP by 30 June 2020	Opex _ Grant DPW	All Wards	Payroll reports

MM39	Single Window of Co-ordination		Office of the Municipal Manager	Mitigate the HIV epidemic and promote positive living	C6.3	To develop and implement programmes that target high risk groups	SSP0037 SSP0039 SSP0034 SSP0036	HIV/AIDS awarenes s events	Number	Number of HIV / AIDS events held	4	4 HIV / AIDS events held by 30 June 2020	opex - internal	All Wards	Attendance Register, Minutes of meetings, Reports/ Photos
MM36	Single Window of Co-ordination		Office of the Municipal Manager	Mitigate the HIV epidemic and promote positive living	C6.2	Participate in Sukhuma sakhe programs	SSP0031 SSP0032	Sukuma Sakhe co-ordinatio n	Number	Number of Local Task Team (LTT) meeting conducte d	10	10 Local Task Team (LTT) meeting conducted by 30 June 2020	opex - internal	All Wards	Attendance register/ Minutes of meeting
MM 40	Single Window of Co-ordination		Office of the Municipal Manager	Ensure needs of Special groups are addresse d	C7.1	Develop and implement projects targeting the special groups.	SSP0002	Eldertly Support & events	Number	Number of elderly supported basic necessitie s	All elderly ppl	140 elderly supported with basic necessities by 30 June 2020	Opex - internal	All Wards	Report and names with ID of people assisted
MM 42	Single Window of Co-ordination		Office of the Municipal Manager	Ensure needs of Special groups are addresse d	C7.1	Develop and implement projects targeting the special groups.	SSP0040	Support people with disability	Number	Number of people with disability supported with basic necessitie s	All ppl with disability	30 people with disability supported with basic necessities by 30 June 2020	Opex - internal	All Wards	Report and names with ID of people assisted

YDS 1	Single Window of Co-ordination		Youth Development	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0020 SSP0019 SSP0018 SSP0007	Youth events	Number	Number of youth events held	4	4 youth events held by 30 June 2020	Opex - internal	All Wards	Attendance Register, Minutes of meetings, Reports/ Photos
CMS 29	Single Window of Co-ordination		Community Services	Reduce crime rate within uPhongolo jurisdiction	C8.1	Promote neighbourhood watch group scheme.		Facilitate the Community Safety Forum	Number	Number of Community Safety Forum (CSF) meetings held	4	4 Community Safety Forum (CSF) meetings held by 30 June 2020	Opex - internal	All Wards	Attendance register
CMS 22			Community Services	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.		Issuing of Learner Drivers License	Number	Number of Learners License Examined	768	768 Learners Licence Examined by 30 June 2020	Opex - internal	All Wards	Register, License-PRO Reports and Monthly Report
CMS 21			Community Services	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks		Road safety campaigns	Number	Number of road safety campaigns	20	20 Road safety Campaings done by 30 June 2020	Opex - internal	All Wards	Attendance Register/Report and Photos

CMS 20			Community Services	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks		Conduct Multi Disciplinary Road Blocks	Number	Number of Multi-Disciplinary Roadblocks	8	8 Multidisciplinary Road Block by 30 June 2020	Opex - internal	All Wards	Register, Road block Reports

SWOT Analysis: Local Economic Development

The Municipality relied on the SWOT Analysis as a tool to assess the local economy. It has identified and analysed the key economic players, strong/weak networks. A stakeholder analysis depicting potential networks, partnerships, resources that could be developed is also provided. The SWOT analysis is annexed hereto at the end of the Chapter for ease of reference.

The key natural assets/resources have been identified and analysed as being sugarcane and citrus fruit farming as well as tourism in respect of game reserves. A small-scale mining operation has also been identified although it only contributes about 2% of the entire workforce in the Municipality.

The Municipality has clear strategies to address threats and/or constraints facing the local economic sectors and businesses in the locality. These the strategies include:

- Support from sister departments;
- Programmes linking graduates to the private sector;
- Community development through trainings and workshops;
- Establish and strengthen Public Private Partnerships;
- Development of new value-chains in the agricultural sector (incl. medicinal lab, agri-park, abattoirs, etc.) and Diversification of the manufacturing sector (e.g. clothing & textile);
- Linkages between agriculture and business sector; and
- Infrastructure development & Logistic expansion.

Indeed, in its SWOT Analysis the Municipality has identified and analysed the key economic players, vis-à-vis the agricultural sector, followed closely by the tourism sector and small-scale mining operations. Both the strong and weak networks have been identified and analysed.

Figure 122: SWOT Analysis for Local Economic Development

STRENGTHS	**WEAKNESSES**
▪ Location of Pongola town on the East 3 route, N2 and R66 ▪ Agriculture contributes significantly to the LED, household income and food security ▪ Existence of developmental strategies and plans (LED Strategy, Tourism strategy, Golela Tourism Strategy and Crops Agricultural plan), Investment promotion and facilitation strategy ▪ A diverse and rich cultural heritage; ▪ Quality of natural endowments and tourism products; ▪ Communal land available to undertake economic activities within the economic sectors; ▪ Town beautification for investors and tourist attraction ▪ Creation of job opportunities ▪ LED support programmes for SMMEs and Co-Ops	▪ Insufficient funding for business plans and implementation of LED programmes and projects; ▪ Capacity constraints and staff shortages ▪ The backlog on bulk services hinders investment ▪ Lack of Developed Rural Service Centres. ▪ Lack of value-adding facilities in the Municipality; ▪ Lack of co-ordination between the private and public sector; ▪ Delay on funds/projects by supporting departments (national & provincial)
OPPORTUNITIES	**THREATS**
▪ Support from sister departments ▪ Programmes linking graduates to private sector; ▪ Community development through trainings and workshops ▪ Establish and strengthen Public Private Partnerships ▪ Development of new value-chains in the agricultural sector (incl. medicinal lab, agri-park, abattoirs, etc.) and Diversification of the manufacturing sector (e.g. clothing & textile)	▪ Drought (Pongolapoort dam levels, irrigation & tourism) ▪ Lack of investment due to lack of bulk infrastructure ▪ Lack of irrigation and fencing ▪ Threat of mechanization in both industrial and agricultural development; ▪ Decline in formal employment within economic sectors; ▪ Increasing input costs (electricity, transport, capital, storage and equipment). ▪ Illegal immigrants

▪ Linkages between agriculture and business sector; ▪ Infrastructure development & Logistic expansion ▪ uPhongolo shows great potential for development through land reform	

Municipal Challenges and Interventional Measures

LOCAL ECONOMIC DEVELOPMENT (LED)		
	CHALLENGES	**INTERVENTION**
	Ward upliftment not changing beneficiaries economic status	Ward upliftment budget to increase (20 000 P/W),
	Inadequate support for SMMEs and Co-Ops	Identify and support sustainable concepts to be funded,
		Conduct workshops on projects development and concepts for small businesses, SMMEs and Co-ops
	No information centre	To draft Information Centre Business Plan and source funding and land for its development
	Lack of job opportunities	To create job opportunities through EPWP, CWP, Capital projects and other municipal programmes
	Tourism products not well marketed	To engage stakeholders in the hospitality industry,
		Support local events
		Develop/link tourism website and brochures
	Lack of green economy initiatives	Identification and implementation of green economy initiatives
	Lack of strategies for tuck/spaza shops South African owners and potential investors	Engage the tuck/spaza shop owners and assist where possible
	Unsuitable merchandise traded in un-demarcated areas	Identify all small businesses and type of business operating illegal
		Conduct a meeting with all businesses about illegal trading business
		Issue notices
		Law Enforcement
	Inadequate provision of bulk infrastructure (water, electricity and roads) hamper investors	Engage DWA and ZDM, Application for License, Engage DME, Eskom and DOT

	Slow processes/delays in obtaining zoning certificate, EIAs, Building plans and other specialists reports and approvals	Appointment a panel for planning consultants
	Unfavourable/lack of policies, bylaws and lease agreements between the municipality and tenants	Correct lease agreements

5.7 Strategic Programmes Responsive to The Comparative and Competitive Advantage of The Locality

The Municipality has tailored a specific programme that seeks to transform the local tourism players in its locality to enhance their business space thus enable them to flourish as entrepreneurial establishments. The programme encompasses the Community Tourism Organisations. The Municipality's strategic geographical location renders it powerfully conducive to tourism ventures due to its natural beauty and abundant natural resources. Some challenges that hinder tourism development in uPhongolo Municipality were identified during the establishment of the LED Strategy which include : lack of appropriate tourism sites; minimal private investment; and inadequate road infrastructure; lack of coordinated tourism development efforts; and poor marketing of facilities and destinations.

The specific programe that seeks to transform the local tourism players encompasses the following interventions, *inter alia*:

- Marketing the area as a tourism and investment destination;
- Creating an authentic cultural experience;
- Creating awareness and capacitating previously disadvantaged communities;
- Co-ordinating efforts of tourism development;
- Setting standards for accreditation and grading of tour operators;
- Interventional measures to ensure realization of the recommendations above were proposed such as under mentioned programmes;
- Working in conjunction with relevant stakeholders to encourage the further development and upgrading of game reserves, dams and nature reserves;

- Establishment and marketing of arts and craft centres;
- Development of tourism information support facilities such as brochures, information offices, signage etc.;
- Hosting of LED/Tourism events;
- Development of Pongola Poort Bio reserve; and
- Upgrading local access roads.

Mechanisms to Expand Employment Opportunities in Agriculture

The agricultural sector is the largest employment contributor in comparison to all other sectors in uPhongolo Municipality. Agriculture impacts significantly on employment, income generation, economic linkages, land tenure and land reform and environmental considerations in the area. The most predominant activities in this sector are sugarcane farming and gaming.

The current agricultural products being exported are sugar cane, vegetables, citrus fruit and game. Value adding for sugarcane is undertaken locally as there is a sugar mill in existence in the area. A local maize mill operated by the local farmers and an agri-park proposed by the Department of Rural Development and Land Reform shall also form a good value chain to benefit SMMEs and Co-ops. The Municipality's LED is directly involved in assisting Co-Ops and SMMEs to take advantage of these opportunities.

The land in the North Western part of the Municipality falls under Ingonyama Trust and is densely populated by traditional communities that are practicing subsistence farming. A small-scale sugar production project was established in 1999 after the construction of Bivane Dam.

uPhongolo Municipality has programmes and projects targeting emerging farmers. This is included in the Agricultural Sector plan covering both crops and livestock – annexed hereto is the Agricultural Sector Plan for ease of reference. The Municipality is consulting stakeholders and has projects in place with portions of land having been identified so as to cater for

agripark/economic hubs markets. It is envisaged that the implementation of the plan shall culminate in enhanced agri-processing in uPhongolo.

uPhongolo Municipality has an initiative aimed at reducing red tape in different sectors where specific mechanisms are designed to suit specific sectors e.g. informal trade red tape reduction surveys, contractors red tape seminars etc. The Municipality has embarked on a process to demarcate strategic land to cater for/accommodate the informal traders within its locality. To this end, the Municipality shall augment informal traders' potential to successful trading by creating a conducive trading environment through the establishment of dedicated shelters for them.

The adoption of the Informal Economy Policy has resulted in the design of a specific programme that is aimed at achieving the following goals:

- The creation of an informal economic environment that will be conducive for sustainable economic growth targeting the amendment of by-laws that are in conflict with the revised Provincial Growth and Development Strategy Vision, Municipal and LED Vision.
- Implementing support mechanisms for the informal economy.

There is a programme in place that is specifically poised for the benefit of vulnerable groups which are women, youth and disabled in the informal sector. The Municipal Scorecard is annexed hereto for ease of reference.

5.8 Job Creation

In line with the revised Provincial Growth and Development Strategy, the Municipality has put in place endeavours for specific skills development programmes earmarked for rural development that shall encompass crafts, agriculture (animal, plant production and agri-processing), sewing and baking. These interventions shall enhance the potential for local enterprise to produce quality products and improve their own competitiveness.

The Municipality intends to promote permaculture practices specifically as it has the potential to increase production levels to enhance household food security. The Municipality views the concepts and skills of permaculture as important in raising awareness of the need to increase productivity in an environmentally sustainable manner. It is envisaged that supporting projects through training and the provision of inputs for permaculture practices and other appropriate agricultural practices for food production shall be sourced from the Department of Agriculture and Rural Development.

5.9 EPWP Indicators

The IDP has reflected consistent reporting with regards to work opportunities created across all the sectors on the EPWPs. Integrated grant spending is reflected in the IDP and it is in accordance with the provisions stipulated in the incentive grant agreement. On one hand, the EPWP contributed a creation of employment opportunities during the 2018/2019 financial year. The number of people who benefitted from the job creation initiative in this respect.

5.10 Green Economy Initiatives

In line with the Provincial Growth and Development Strategy, uPhongolo Municipality shall prioritise alternative energy projects and/or programmes to determine their feasibility as a reliable supply of energy. To this end, alternative energy supply or the green economy must become measurable in the PGDP with an institutional structure accountable to ensure that targets are met. To-date uPhongolo Municipality is the leading in the region in terms of applying green economy initiatives, this is apparent in the use of solar street lights and greening initiatives that use EPWP and labour-intensive programmes. uPhongolo Municipality shall commit to COP21 agreement which commits more strongly to a green growth and embrace green economy opportunities.

Outcome: Creating a sustainable economic growth through green economy

Rationale for Intervention

South Africa has committed itself in reducing its emissions below a baseline of 34% by 2020 and 42 percent by 2025. “The approach to mapping out the transition to a low-carbon economy is informed by the need to reach broad consensus on the challenges and trade-offs involved in implementing South Africa’s climate policy” (NDP, Ch5). The transition to a low-carbon and resilient economy requires a capable state to lead, enforce the regulation of GHG emissions, and respond to the impacts of climate change. The transition to a low-carbon economy depends on the country’s ability to improve skills in the workforce, at least in the early phases of the transition.

Developing the Green Industries

The policy framework indicates high level of willingness from South African government to transform the economy and cease the opportunity while the window is still open. Interestingly the proposals on localization of solar geysers and panel manufacturing and improvement of investment climate within the industrial set-up of the green sector are surely gaining the momentum.

Objectives

To promote sustainable economic growth within the Municipal area through the introduction of green opportunities for local companies and creation of green jobs for local people.

Key Action Areas

- Encourage companies and the municipality to develop a Directory of Green Products that can be produced locally and mobilize necessary investment for implementation purposes.
- Partner with Industrial Development Corporation Green Fund to implement strategic green projects.
- Prioritise local manufacturing of Solar Geysers and Solar panels to support government initiative of installing more solar geyser to low cost housing
- Educate and promote the development of culturally, environmentally and economically sustainable projects relating to the protection and conservation of wildlife, eco-sensitive areas and natural resources

A high-quality natural environment and green infrastructure are integral to the health and wellbeing of sustainable local communities in order to meet their environmental, social and economic needs. Open space and recreation facilities make a fundamental contribution to the quality of an area for both residents and visitors alike and supporting the development of these as well as cultural and heritage assets ensures an appealing environment for both people and wildlife to prosper.

Funding needs to be acquired for the provision of solar photovoltaic on rural homes to decrease the electricity burden. Although solar energy is a costlier system upfront, the long run costs as well as the impact on the environment prove worth its initial cost. It is therefore suggested that exploration of large scale solar photovoltaic take place.

Interventions which address flood alleviation and the enhancement of land for biodiversity and recreation, conserve the quality of environment and contribute to wider economic benefits. Climate change presents a major challenge for any area and acknowledging responsibility for future generations means protecting the environment by creating more energy efficient, sustainable communities. This includes reducing energy consumption by

developing alternative energy sources, ensuring buildings use resources more efficiently and have an impact on ultimately decreasing the borough's ecological footprint.

5.11 LED Capacity in The Municipality

The Municipality has a designated LED Unit with three (3) staff complement who are employed permanently namely LED Manager, LED Officer and Tourism officer, and three (3) temporary staff members being two data capturers and tourism clerk intern. The Municipality has set aside a budget for the employment of a business licensing officer. The performance of the LED Unit is monitored through individual work plans which emanate from the municipal Performance Management System.

The main capacity challenges that have been identified are related to inadequate funding to support the implementation of LED projects. The Municipality has put the appropriate and functional institutional arrangements in place in line with the LED Forum that was established that sits quarterly and has a strong relationship with the business forum, traditional Council, developers, agricultural association and other forums in the area to ensure smooth operation and inclusive economy.

There is alignment of different economic fora within uPhongolo Municipality where resolutions of the forums mentioned above are shared in the district IGR through the Development Planning and LED forum linked to provincial and national fora. The LED programmes have been budgeted for. Kindly refer to the Municipal Scorecard for ease of reference.

The Municipality has a monitoring and evaluation plan in place to track all programmes and initiatives. All LED projects are visited and assessed during the construction and operation. This has helped to identify challenges at an earliest stage and impose remedial actions timeously.

uPhongolo Municipality has budgeted for undertaking of research and developmental of the improvement potential in agriculture, tourism and other economic indicators.

5.12 Plan to Mobilise the Private Sector Resources

There is opportunity to establish public – private partnerships. The Municipality has developed an investment strategy as well as the investments incentive grant that seek to mobilise the private sector. uPhongolo Municipality has attracted many domestic direct investments in assistance to LED with a common objective; to create sustainable jobs and economic growth e.g. Golela retail infrastructure, tiger fish bonanza etc.

In the past financial year, the municipality has been able to leverage private sector funding/resources to implement LED projects or catalytic projects. Donor funding included fence manufacturing project by Transnet, agricultural projects by TSB Sugar Mill, etc. This evidences a strong partnership and benefits that can be derived from mobilising the private sector resources. For instance, there are plans afoot to construct a new shopping mall in uPhongolo Municipality which shall play a pivotal role in job creation.

5.13 Social Development

- The Municipality has targeted at least three priorities per ward vis-à-vis water and sanitation, housing and electricity. These three forms the most fundamental needs of the communities.
- The Municipality has in its IDP an analysis of the Health and Education sectors in the Situational Analysis.
- Safety and Security, Nation Building and Social Cohesion.

The Municipality considers the safety and security of its inhabitants paramount. It is for this reason that working in conjunction with the Department of Community Safety and Liaison, the Municipality has launched ward safety committees of 10 volunteers per voting station which are led by the mayor to monitor and report crime within the wards. A community safety forum has been established by the Municipality and it is operational. The forum comprises all municipal councillors, sector departments (including SAPS), crime prevention

structures, etc. Meanwhile, the aspects of nation building and social cohesion are provided for in the good governance and public participation situational analysis section herein.

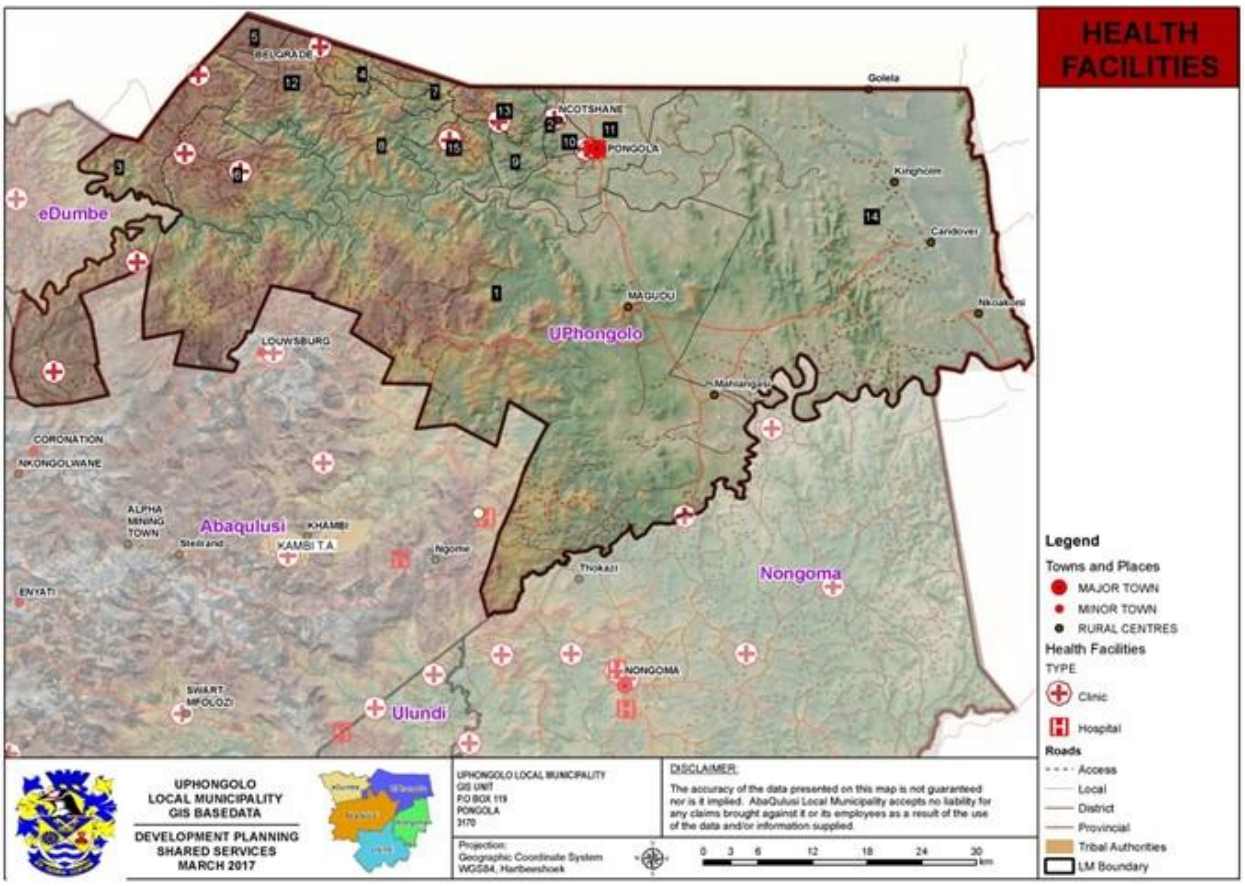
5.13.1 3 Priorities Per Ward

uPhongolo Municipality has identified a maximum of three (3) priorities per ward which are as follows:

- Water and Sanitation;
- Housing; and
- Electricity

5.13.2 Health and Educational Sectors

Figure 123: Health Facilities



Clinics

The locality of clinics is depicted in the above map. The map shows that uPhongolo Municipality is relatively well-serviced with eight (8) clinics servicing mostly the Western part of the Municipality. The locality of facilities corresponds to the settlement pattern of the Municipality. A large number of people are from 3 to 5 km away from clinics. Locational challenges presented by the topography also need to be considered as very few of the population have a direct route traveling to the clinics.

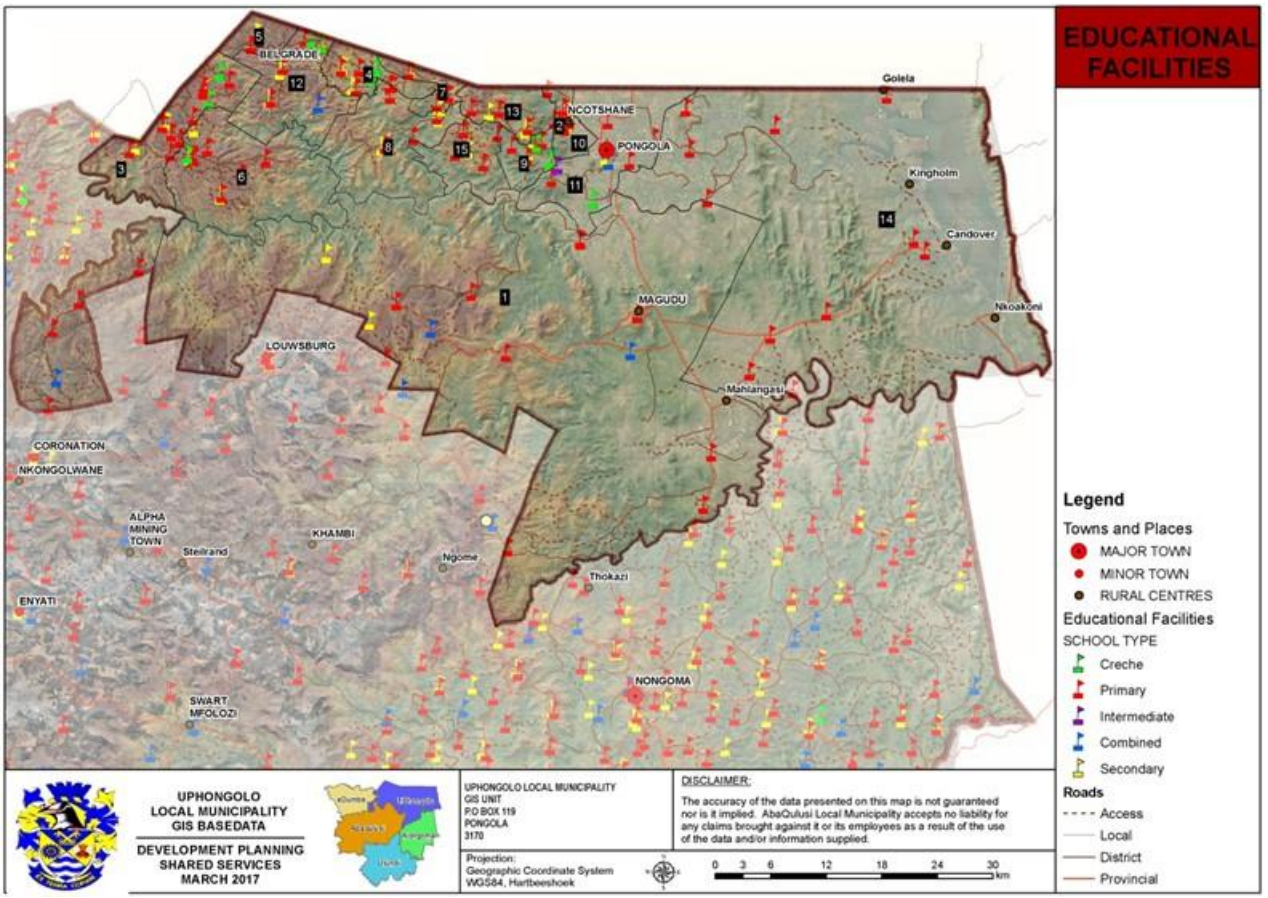
The Eastern areas of the Municipality are not serviced by a clinic. When considering the settlement pattern, there a high demand for a permanent clinic in the eastern area of the Municipality, although the provision of a mobile clinic services in the Western areas can also be considered.

Hospitals

The map (above) on spatial depiction of the Locality of Health Facilities shows that uPhongolo Municipality is serviced by one hospital namely the Itshelejuba District Hospital. The Hospital is accessible via a tarred road from the N2. Areas of the Municipality situated more than 30km from a hospital includes the areas of Pongola, Magudu and Golela.

Education

Figure 124: Educational Facilities.



Primary Schools

The uPhongolo Municipal Area is well-serviced by the 76 primary schools. Most localities are within the vicinity of 1 to 5km from schools. These areas are evenly distributed amongst the municipal area. The areas not serviced are where Golela, Kingholm and Nkonkoni area located. These areas consist mainly of game farming and therefore have lower population densities and less need for education facilities.

Secondary Schools

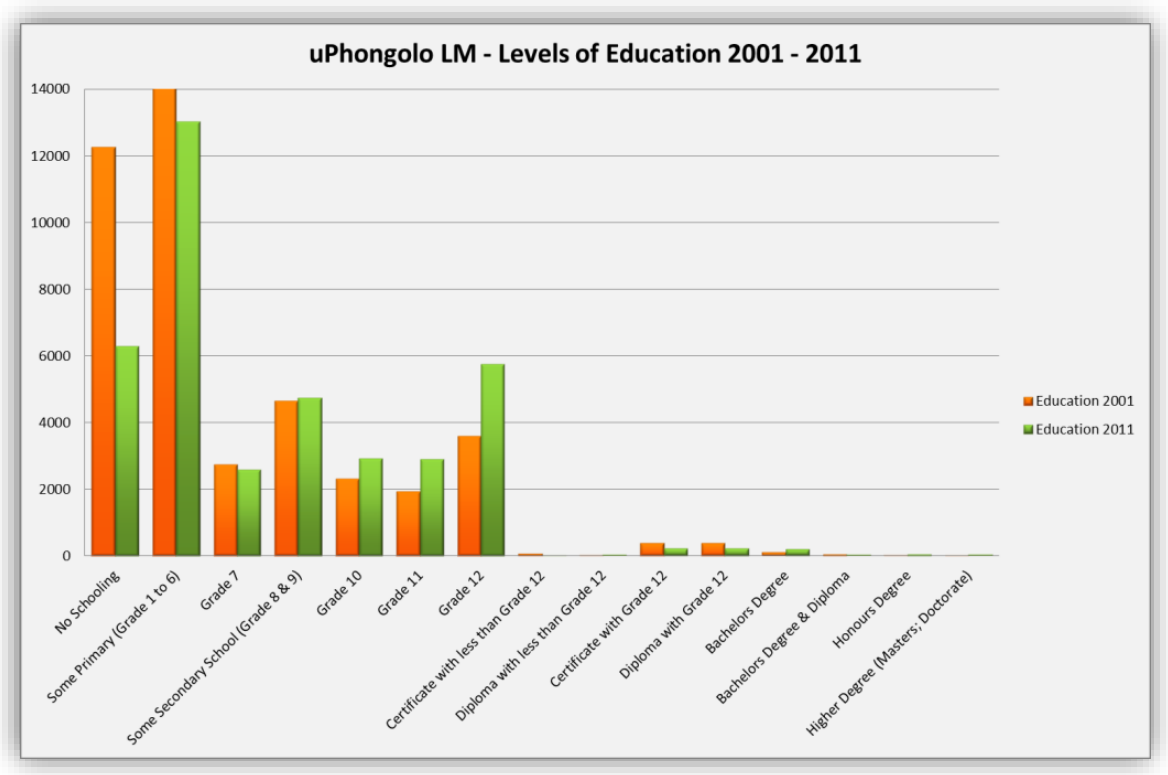
The municipality is well serviced by the 41 Secondary Schools. The eastern side of the municipality is not as well serviced as the western parts, but compared to the settlement distribution, a fewer number of schools are required in this area.

Levels of Education

The graph below depicts the level of Education for population. From the Graph below can be seen that a large portion of the population had little to no education in 2001 compared to 2011, whilst a very small portion of the population received tertiary training. It further depicts that education levels increased slightly.

Graph Depicting Levels of Education

Figure 125: Levels of Education

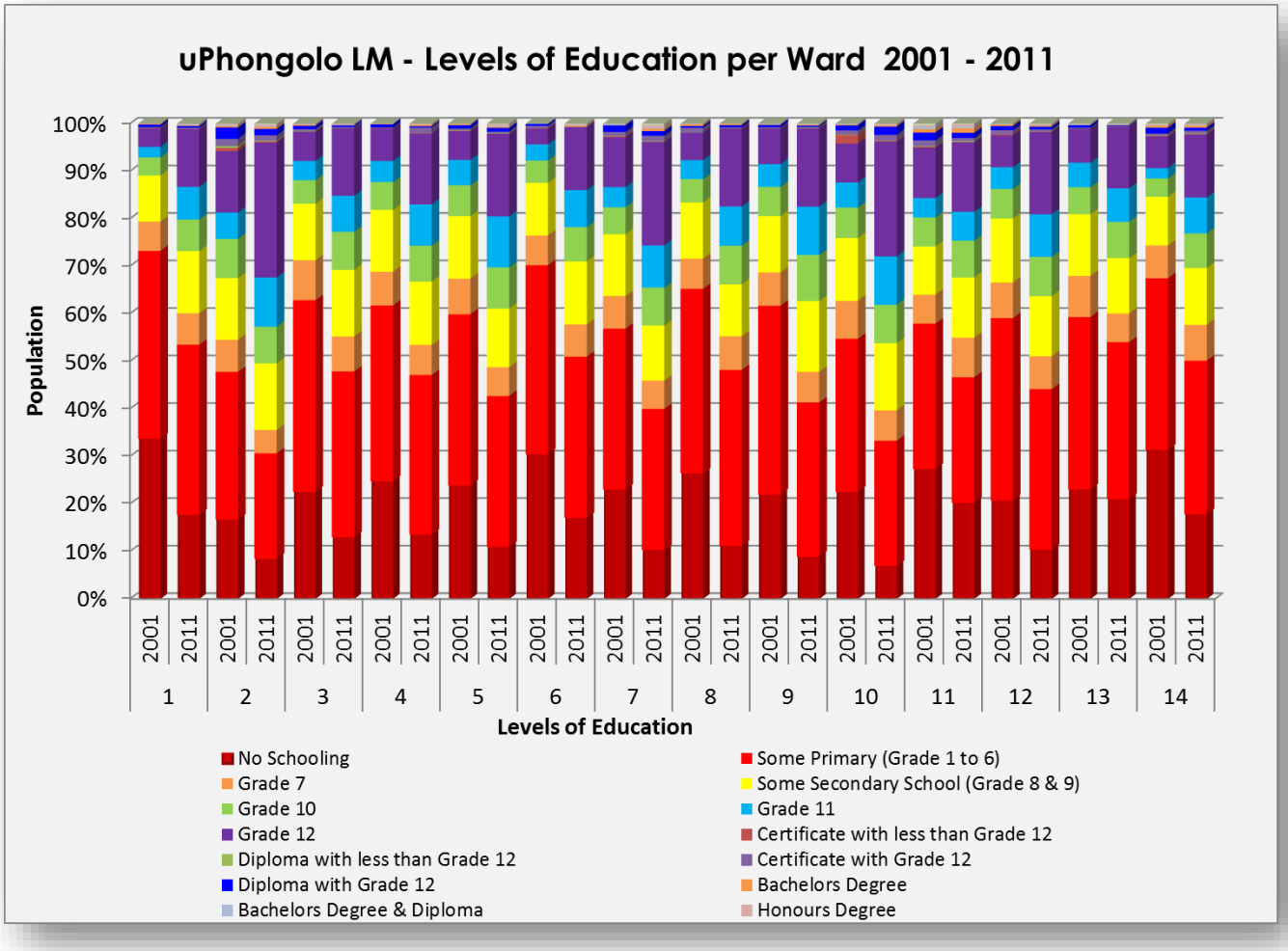


Source: Stats SA – Census 2001/ 2011

The Diagram below depicts the percentages of education levels within and between the wards of uPhongolo Local Municipality. It is clear that the largest portion of the population residing in wards 2 and 11 received tertiary education.

Graph Showing Levels of Education Per Ward

Figure 126: Levels of Education Per Ward

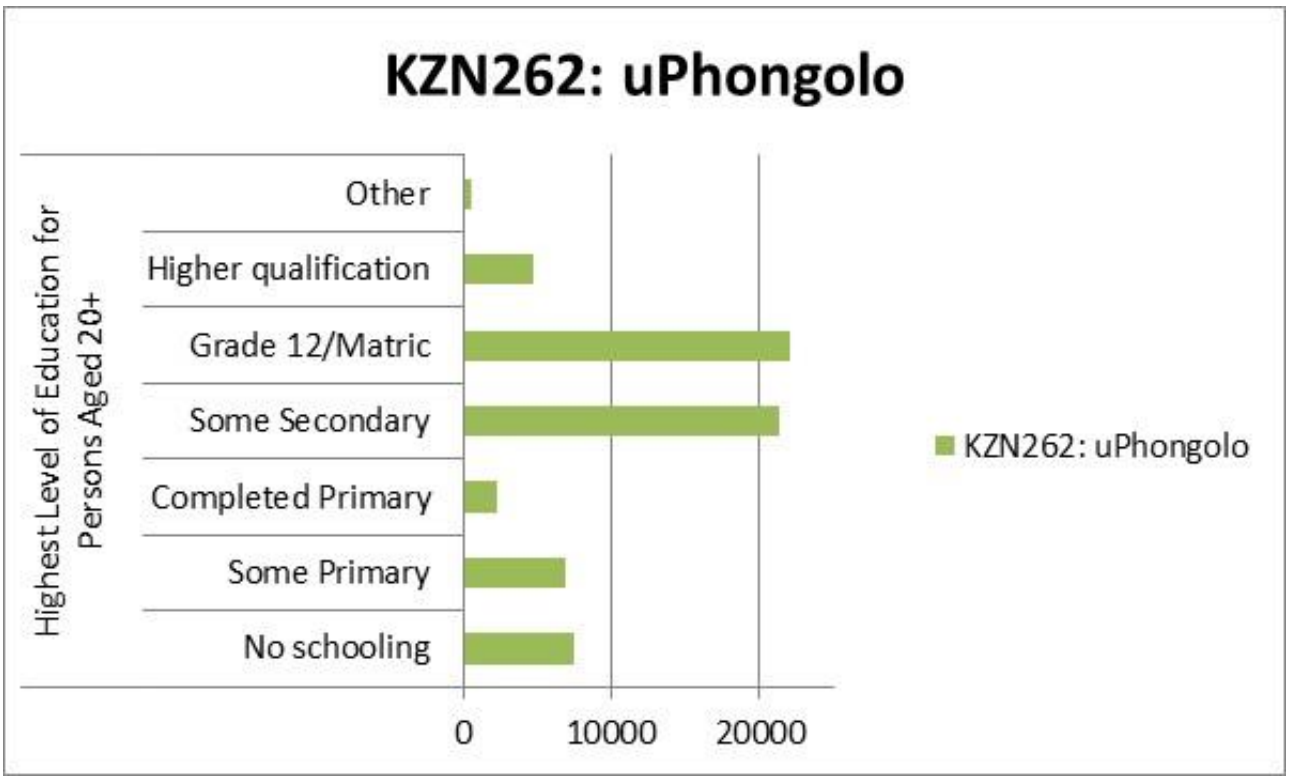


Source: Stats SA – Census 2001/ 2011

The ward with the largest portion of the population receiving no education is ward 11 which is situated north of Pongola Town. The area is connected to the N2, therefore accessible to provide services such as education from surrounding areas is made easy on a daily basis.

The graph below depicts the level of Education for population as taken from the Community survey 2016

Figure 127: Level of Education per CS 2016



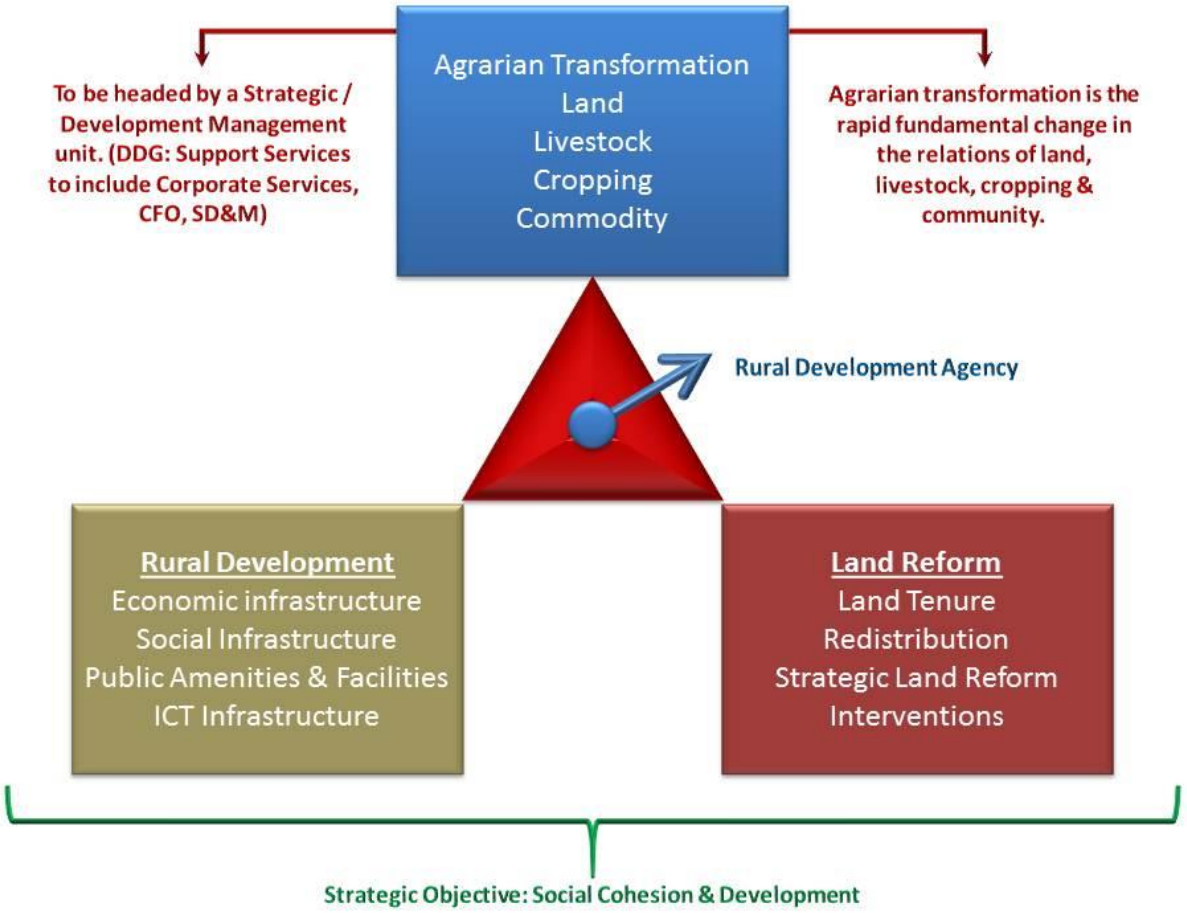
5.14 Safety and Security, Nation Building and Social Cohesion

National government envisages the rural development to be done through agrarian transformation, which implies the rapid and fundamental change in the relations (systems and patterns of ownership and control) of land, livestock, cropping and the communities. The strategic objective of this approach is "Social Cohesion and Development". Accordingly, uPhongolo Municipality has thus committed itself to play its own role to work in line with the aforesaid.

The diagram below depicts the relationship between the components of the Comprehensive Rural Development Programme, what aspects need to be addressed under each component, and how they should interact to reach the strategic goal of Social Cohesion in the Rural Areas.

uPhongolo Municipality intends to effect the implementation thereof as per the following graphic

Figure 128: Strategic Objective: Social Cohesion and Development



5.14.1 Municipal Safety Plan

At this juncture, uPhongolo Municipality does not have a safety plan in place.

5.14.2 Municipal Health Services By-Law

This function is currently the preserve of the Zululand District Municipality under which uPhongolo Municipality falls. Accordingly, there is a by-law in place for health services for all local municipalities under the District that addresses municipal health services issues.

5.14.3 Vulnerable Situational Analysis

uPhongolo Municipality has a Department which deals with youth development programmes. To this end therefore, the Municipality has dedicated officials who deal with special programmes which focus attention on vulnerable groups being the youth, women and people living with disabilities. The Municipal Scorecard is annexed hereto for ease of reference.

5.14.3.1 Municipal Plan for Response to The Needs of The Vulnerable Groups

The revised PGDS provides KwaZulu-Natal with a reasoned strategic framework for accelerating and sharing the benefits of an inclusive growth through deepened, meaningful, effective and sustainable catalytic and developmental interventions.

uPhongolo Municipality aims to achieve this within a coherent equitable spatial development architecture, putting people first, particularly the poor, vulnerable and other groups currently marginalised, through building sustainable communities, livelihoods and living environments. Simultaneously, attention ought to be given to the provision of infrastructure and services that cater for the needs of the people, in a manner that preserves and restores natural and historical assets and resources.

The plan for catering for the vulnerable groups falls under the Special Programmes Unit whose mandate is to implement and manage programmes initiated on behalf of and for the vulnerable groups (such as Youth, Women, Gender, Children, Senior Citizen Disability, HIV and Aids, etc.) within uPhongolo Municipality. The Special Programmes Unit is also responsible for the facilitation of promoting healthy lifestyle programmes through encouraging personal skills development. It is the duty of the Special Programmes Unit to conduct community surveys to determine social developmental needs for the vulnerable groups. Kindly refer to

the SDBIP Community Services 2019/2020 with regard to the planned projects. There are disability workshops and seminars planned for 2019/2020.

Youth Programmes

The approved organogram for 2019/2020 and beyond caters for the youth affairs unit that is headed by the Manager: Youth Development. The Municipality runs a youth programmes which is mainly focused on the youth from the uPhongolo communities. The Municipality has established a Youth Forum which specifically caters for the youth affairs.

The youth structure was established and members from all wards were elected. There are Council adopted Terms of Reference to guide the operation of the Youth Forum. In the past financial years, the programmes contributed youth activities which included a Career Development Summit, Youth Day Summit and Celebration, Youth Dialog, Capacity Building on Leadership and Business Skills Empowerment.

Arts and Culture

The uPhongolo Municipality youth partakes in the Reed Dance Ceremony (*Umkhosi Womhlanga*) which usually takes place at KwaNongoma –Enyokeni and Engwavuma – Emachobeni. The Municipality provides assistance to the maidens for participation in the Reed Dance Ceremony (Umkhosi Womhlanga). This encourages the maidens to promote moral regeneration.

The Municipality hosts traditional events-to promote the spirit of unity amongst community members. The Municipality, working in partnership with the Department of Arts and Culture, hosts a Musical Talent Search which promotes local music talent and *Maskhandi* Music Festival: form of entertaining people. Finally, the Municipality has established Faith Based Organisations and conducts Prayer Day-on an annual basis.

HIV/AIDS Programmes

It is common cause that young people are faced with a number of challenges that affect their well-being which include substance abuse, teenage pregnancy, rape, crime, violence, unsafe sex, abortion, HIV/AIDS, TB and emotional abuse. To this end, therefore, the Municipality has

established a Local Aids Council. Several awareness campaigns including workshops on HIV/AIDS, TB and teenage pregnancy were hosted. The target group is the youth (those who have just left school as well as all other age groups). The workshop objectives aimed at exposing young people to relevant information regarding anti-substance abuse and anti-drug abuse programmes and provide a platform for an intense interaction between experts in the field of anti-substance abuse and anti-drug abuse and the youth within uPhongolo Municipality.

Sports and Recreation

Leading up to the annual KWANALOGA Games, the Municipality invests funds in identifying and developing local talent to ensure that uPhongolo is represented in the provincial tournaments. In the 2019/2020 financial year uPhongolo was represented in various sporting codes. These games start from Ward level, municipal level, District level up to provincial level. The sporting codes were:

- Soccer
- Netball
- Volley Ball
- Indigenous games

5.14.3.2 The Status of Early Childhood Development Centres (ECD's) In uPhongolo

The following legislative framework regulate and give guidance on the establishment of Early Childhood Development Centres in South Africa:

- The Constitution of the Republic of South Africa, 1996;
- White Paper 1 on Education and Training (1995) and Interim Policy for Early Childhood Development (1996); and
- White Paper No.5 of 2001: Education White Paper 5 on Early Childhood Development

In order to give effect to the above legislation framework, the KwaZulu-Natal Department of Social Development has Early Childhood Development and Partial Care Sub-Programmes. The objective of this sub-programmes are to provide comprehensive early childhood development development services which entails the following:

- Provincial Strategy and profile for ECD and partial care;
- Provision of services ECD and partial care;
- Norms and Standards compliance;
- Registration of ECD and partial care programmes and services;
- Assignment of functions to municipalities;
- Funding of ECD sites

The Department of Social Development has a list of funded and unfunded early childhood development centres.

The powers and functions of a municipality are assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as indicated above in 6.18.10. uPhongolo Municipality provides support to community needs on the provision of childcare facilities/creches and the table below has projects to be implemented in 2019/2020 to 2021/2022 financial years.

Figure: Construction Projects-Early Childhood Development Centres

Project Name	Ward	Budget	Year
Dwarsland Creche	**1**	905 000	2019/2020
Hlambanyathi Creche	**14**	905 000	2019/2020
Mashulu Creche Phase 2	**13**	630 000	2019/2020
Sithwelekanzima Creche Phase 2	**10**	850 000	2019/2020

5.14.3.3 The Status of uPhongolo Municipality Pound Facilities

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, provides that the objectives of local government vests the powers and functions in a local municipality.

The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

- To provide democratic and accountable government for local communities;
- To ensure provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organisations in the matters of local government.

In line with the above described functions and powers in a local community, uPhongolo Municipality is responsible for the provision of pound facilities and management within its jurisdiction area.

5.14.3.4 Households Supported with Food Production Initiatives

The Municipality, working in close conjunction with the Department of Agriculture, supports households with initiatives to produce food. The Municipality has intentions to promote permaculture practices specifically as it has the potential to increase production levels to enhance household food security. It is envisaged that supporting projects through training and the provision of inputs for permaculture practices and other appropriate agricultural practices for food production shall be sourced from the Department of Agriculture and Rural Development.

5.14.3.5 Support with National School Nutrition Programme

All primary schools within the Municipality enjoy support to benefit from the National School Nutrition Programme to ensure that children especially from impoverished communities are catered for. This is evidenced by the uPhongolo *Operation Sukuma Sakhe Programme.*

5.14.4 Social Development Swot Analysis

The SWOT Analysis has identified and analysed the key economic players, strong/weak networks. (Also refer to the LED Strategy). A stakeholder analysis depicting potential networks, partnership, resources that could be developed is also provided.

Figure 129: Table SWOT Analysis: Social Development

STRENGTHS	**WEAKNESSES**
▪ Agriculture contributes significantly to the LED, household income and food security ▪ Existence of developmental strategies and plans (LED Strategy, Tourism strategy, Golela Tourism Strategy and Crops Agricultural plan), Investment promotion and facilitation strategy ▪ Communal land available to undertake economic activities within the economic sectors; ▪ LED support programmes for SMMEs and Co-Ops	▪ Lack of Developed Rural Service Centres. ▪ Lack of co-ordination between the private and public sector; ▪ Delay on funds/projects by supporting departments (national & provincial)
OPPORTUNITIES	**THREATS**

▪ Support from sister departments ▪ Development of new value-chains in the agricultural sector (incl. medicinal lab, agri-park, abattoirs, etc) and Diversification of the manufacturing sector (e.g. clothing & textile) ▪ Linkages between agriculture and business sector.	▪ Drought (Pongolapoort dam levels, irrigation & tourism) ▪ Lack of investment due to lack of bulk infrastructure ▪ Lack of irrigation and fencing ▪ Threat of mechanization in both industrial and agricultural development;

Municipal Challenges and Interventional Measures

SOCIAL DEVELOPMENT		
	CHALLENGES	**INTERVENTION**
	Ward upliftment not changing beneficiaries economic status	Ward upliftment budget to increase (20 000 P/W),
	Inadequate support for SMMEs and Co-Ops	Identify and support sustainable concepts to be funded,
		Conduct workshops on projects development and concepts for small businesses, SMMEs and Co-ops
	No information centre	To draft Information Centre Business Plan and source funding and land for its development
	Lack of job opportunities	To create job opportunities through EPWP, CWP, Capital projects and other municipal programmes
	Tourism products not well marketed	To engage stakeholders in the hospitality industry,
		Support local events
		Develop/link tourism website and brochures
	Lack of green economy initiatives	Identification and implementation of green economy initiatives
	Lack of strategies for tuck/spaza shops South African owners and potential investors	Engage the tuck/spaza shop owners and assist where possible
	Unsuitable merchandise traded in un-demarcated areas	Identify all small businesses and type of business operating illegal
		Conduct a meeting with all businesses about illegal trading business
		Issue notices

		Law Enforcement
	Inadequate provision of bulk infrastructure (water, electricity and roads) hamper investors	Engage DWA and ZDM, Application for License, Engage DME, Eskom and DOT
	Slow processes/delays in obtaining zoning certificate, EIAs, Building plans and other specialists reports and approvals	Appointment a panel for planning consultants
	Unfavourable/lack of policies, bylaws and lease agreements between the municipality and tenants	Correct lease agreements

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT
SITUATIONAL ANALYSIS

6 Municipal Financial Viability And Management

6.1 Three Year Synopsis On Capital Funding And Expenditure

A three-year synopsis on capital funding and expenditure is provided in the 2019/2020 in the IDP covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. Capital expenditure is funded through government grants, borrowing and internally generated funds. Capital budget performances for the previous financial years (2017/2018, 2016/2017 and 2015/2016) are respectively tabled herein-below:

Figure 130: Grants Performance for the Financial Year 2017/2018

SOURCE OF FUNDING	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS			
Municipal Infrastructure Grant	32 783 375	32 783 375	-
Integrated National Electrification Programme	9 000 000	9 001 494	-
Imbube Cultural Village	5 500 000	5 000 000	-
OPERATING GRANTS			
Equitable Share	107 145 949	107 145 949	-
Financial Management Grant	1 900 000	1 900 000	-
Expanded Public Works Programme	4 678 000	4 678 000	-
Provincialisation of Libraries	1 002 000	1 002 000	-
Library Community Services	376 000	376 000	-
Sport facilities	167 000	167 000	-
TOTAL	**163 509 949**	**163 511 443**	**-**

Figure 131: Grants Performance for the Financial Year 2016/17

SOURCE OF FUNDING	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS			
Municipal Infrastructure Grant	42 136 000	41 643 239	492 761
Integrated National Electrification Programme	18 000 000	17 998 506	1 494
OPERATING GRANTS			
Equitable Share	97 800 000	97 800 000	-
Financial Management Grant	1 825 000	1 825 000	-
Expanded Public Works Programme	3 021 000	3 021 000	-
Provincialisation of Libraries	965 000	965 000	-
Library Community Services	358 000	358 000	-
Sport facilities	334 000	167 000	167 000
TOTAL	**164 439 000**	**163 777 745**	**661 255**

Figure 132: Grants Performance for the Financial Year 2015/2016

SOURCE OF FUNDING	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS			
Municipal Infrastructure Grant	27 852 000	27 852 000	-
Integrated National Electrification Programme	12 000 000	12 000 000	-
Imbube Cultural Village	4 500 000	3 331 817	1 168 183
Mass Electrification Programme	10 000 000	6 956 358	3 043 642
OPERATING GRANTS			
Equitable Share	96 890 000	96 890 000	-
Financial Management Grant	1 800 000	1 800 000	-
Expanded Public Works Programme	4 449 000	4 449 000	-
Provincialisation of Libraries	973 000	973 000	-
Library Community Services	340 000	340 000	-
Municipal System Improvement Grant	930 000	930 000	-
TOTAL	**159 734 000**	**155 522 175**	**4 211 825**

Capital Infrastructure Programme 2019/2020

Some of the salient projects to be undertaken over the medium-term includes, amongst others:

Figure 133: Capital Infrastructure Programme 2019/2020

Capital Expenditure Allocations	Ward	Budget Year 2019/20	Budget Year 2020/21	Budget Year 2021/22	Source of Funds	Status of projects
		R	**R**	**R**		
MIG Programme		**26 886 900**	**28 222 600**	**30 145 400**	**MIG**	
Dwarsland Creche	**1**	905 000			**MIG**	**NEW**
Hlambanyathi Creche	**14**	905 000			**MIG**	**NEW**
uPhongolo Sport Ground	**15**	2 000 000			**MIG**	**NEW**
Ncotshane Multi-purpose Sport field	**10**	750 000			**MIG**	**ONGOING**
Pongola Sub-Rank Facility Phase 2	**11**	5 099 999.60			**MIG**	**NEW**

uPhongolo Sport Ground	**6**	2 000 000			**MIG**	**NEW**
Esigungwini Sport field	**11**	125 000			**MIG**	**ONGOING**
Sport Field	**12**	2 001 000			**MIG**	**NEW**
Mashobane Community Hall	**6**	528 383.35			**MIG**	**ONGOING**
Mashulu Creche Phase 2	**13**	630 000			**MIG**	**NEW**
Community Hall	**14**	1 500 000			**MIG**	**NEW**
Sithwelekanzima Creche Phase 2	**10**	850 000			**MIG**	**NEW**
Kranskloof Community Hall Phase 2	**13**	2 000 000			**MIG**	**NEW**
Upgrade of Mkhwakhweni sport field-phase 2	**13**	5 400 000			**MIG**	**NEW**
Pongola Tarred Roads	**11**	621 000			**MIG**	**ONGOING**
Mkhiwaneni Sport field	**9**	1 571 518.05			**MIG**	**NEW**
Mkhiwaneni Sport field	**9**		3 000 000		**MIG**	**NEW**
Multi-purpose Sport	**11**		5 500 000		**MIG**	**NEW**
Paving Road ZCC 13	**13**		5 122 600		**MIG**	**NEW**
Upgrading of Magadlela	**2**		4 100 000		**MIG**	**NEW**
Belgade Paving Road	**5**		3 500 000		**MIG**	**NEW**
N2 to Thandukukhanya Road	**7**		3 500 000		**MIG**	**NEW**
Kwathengizwe Sport Field	**4**		3 500 000		**MIG**	**NEW**
Hall	**8**			2 500 000	**MIG**	**NEW**

Hall	**12**			2 500 000	**MIG**	**NEW**
Creche	**8**			600 000	**MIG**	**NEW**
Tar Road	**10**			2 000 000	**MIG**	**NEW**
Creche	**15**			600 000	**MIG**	**NEW**
Sport Complex	**6**			1 500 000	**MIG**	**NEW**
Zonyama Hall	**14**			2 500 000	**MIG**	**NEW**
Sport field	**8**			1 500 000	**MIG**	**NEW**
Creche	**5**			600 000	**MIG**	**NEW**
Sport field	**13**			1 500 000	**MIG**	**NEW**
Sport field	**15**			1 500 000	**MIG**	**NEW**
Road Tarring	**5**			1 145 400	**MIG**	**NEW**
Candover Creche	**14**			600 000	**MIG**	**NEW**
Creche	**3**			600 000	**MIG**	**NEW**
Creche	**8**			600 000	**MIG**	**NEW**
Creche	**10**			600 000	**MIG**	**NEW**
Buhlebemvelo Creche	**2**			600 000	**MIG**	**NEW**
Mavithi Hall	**11**			2 500 000	**MIG**	**NEW**
Creche	**12**			600 000	**MIG**	**NEW**
Sivule Hall	**7**			2 500 000	**MIG**	**NEW**
Ngedle Creche	**13**			600 000	**MIG**	**NEW**
Mpakama Hall	**1**			2 500 000	**MIG**	**NEW**
Other Capital Assets		**10 437 563**	**5 133 900**	**3 000 000**	**BORROWING & OWN REVENUE**	
Furniture and Fittings		320 000			**OWN RENENUE**	
Machinery and Equipment		1 970 000			**OWN REVENUE**	

Computer Equipment		1 360 900	1 273 900		**OWN REVENUE**	
Other Assets		6 606 663	3 860 000	3 000 000	**OWN REVENUE**	
TOTAL		**37 324 463**	**33 356 500**	**33 145 400**	**OWN REVENU**E	

Capital Projects Indicated in Order of Prioritization and Project Duration

Projects identified as either "New"or "Ongoing"

The Municipality's capital projects are indicated in order of prioritization and duration of each project. Projects are indicated as either new or ongoing. The Capital Budget is allocated towards renewal of existing assets in accordance with Circulars 55 and 66 of the Municipal Finance Management Act.

Figure 134: Three-Year Capital Infrastructure Programme 2016/2017 – 2018/2019

Capital Expenditure Allocations	Ward	Budget Year 2016/17	Budget Year 2017/18	Budget Year 2018/19	Source of Funds	Status of Project
		R	R	R		
Belgrade paving	5	2 860 000				Delayed
Hlambanyathi Creche	14	Moved to 2019/2020 f/y @ 905 000				2019/2020
Access roads ward	14	4 700 000				Completed
Surfacing of Gravel roads in Ncotshane	2&10		290 668		MIG	Completed
Vimbemshini crèche	3		140 000		MIG	Completed
Thandukukhanya Sportfield	7		600 443	486 667	MIG	Completed
Community hall	11	1 779 000	2 436 626	236 191	MIG	Completed
Ncotshane sports complex	10	2 030 000	6 000 000	9 000 000	MIG	Ongoing
Good hope crèche	13	800 000	261 617		MIG	Completed
Access roads	9	3 814 000	2 381 228		MIG	Completed
Access roads	6	4 767 000	317 201		MIG	Completed
Sportfield	14		271 114	16 313	MIG	Completed
Qhubekani No. 2 creche	9		402 743	37 767	MIG	Completed

Access roads	14		2 115 443	577 027	MIG	Completed
Mashobana community hall	6	2 500 000	804 509	1 558 528	MIG	Ongoing
Access roads	3	4 700 000	224 874	498 966	MIG	Completed
Clinic and education access roads	11		1 399 024	225 397	MIG	Completed
Access roads	1		199 084		MIG	Completed
Mgomane crèche	9	800 000	27 189		MIG	Completed
Kranskloof community hall	13		129 938		MIG	Completed
Community hall	4	2 500 000	2 672 586	1 113 387	MIG	Completed
Tarring of roads	11	8 000 000	4 745 746	500 000	MIG	Ongoing
Sigungwini sportfield	11		675 239	885 038	MIG	Ongoing
Community Hall	9			121 346	MIG	Ongoing
Community Hall	14			2 500 000	MIG	Ongoing
Community Hall	13			1 500 000	MIG	New
Community Hall	12		330 947	86 761	MIG	Completed
Sportfield	6			1 108 555	MIG	New
Sub Rank Facility	11	463 792		2 256 001	MIG	Ongoing
Creche	13		90 200	35 094	MIG	Completed
Creche	10		115 387	750 000	MIG	New
Sportfield	12			582 769	MIG	New
Access roads	9			336 199	MIG	Completed
Ugrading Magadlela Road	2			492 872	MIG	Delayed
Sportfield	8		173 148	1 998 387	MIG	Ongoing
Imbube Cultural Village	1	2 633 038	5 50000		IMBUBE	Ongoing
Electrification Programme:						
Isivule MaGombe, KwaLubisi ngenhla, KwaLubisi ngezansi, Thandukukhanya, Mazana, Mdakeni, Mvelazitha	7		6 434 847	900 000	INEP	Completed
Dwarsland	1	669 000	800 943		INEP	Completed
Madanyini, Mdonini, Mphafeni, Msuzwaneni	9		673 945	552 811	INEP	New
Ncotshane RDP Houses	10		859 522	107 741	INEP	Completed
Magudu	1		230 743	939 448	INEP	Completed

Msibi Tribal, Sgqumeni, Esinqeni	3			6 000 000	INEP	New
Electricity Mass Programme	1	4 927 890				Completed
Flea market	11	211 611				Completed
Solar street lights	11	428 221				Completed
Other		18 000 000			INEP	New
TOTAL		**67 443 552**	**40 803 950**	**34 904 300**		

Investment Register

Copies of uPhongolo Municipality Investment Registers for the month of April 2019 is annexed herewith in a separate annexure files for ease of reference.

6.2 Social and Economic Redress Via Indigent Management

Indigent Policy

The uPhongolo Municipality Council has adopted an indigent policy, which is subject to annual review. It is the objective of Council in this regard is to ensure the provision of basic services to the community in a manner that is sustainable. This fulfilment of this objective shall only be possible within the financial and administrative capacity of the Municipality. The Municipality also recognises the fact that many of the residents cannot afford the cost of full-service provision and, hence, will endeavour to ensure affordability through:

- Setting of tariffs in terms of the Council's Tariff Policy, which shall balance the availability of continued service delivery; and
- Determining appropriate service levels.

The actual indigent policy is annexed hereto for ease of reference.

The provision of Free Basic Services was made in the last two financial years and the Municipality has made provision for Free Basic Services in the 2018/2019 Financial Plan and Budget. During the 2018/2019 financial year, the Municipality had a budget allocation for indigent support amounting to over R2, 6 million; In 2017/2018 the budget allocation was R2, 5 million.

The transfers and grants are comprised of basic services rendered to the indigent community and other households. To this end, free basic electricity is provided to indigent households.

The category of indigent support is indicated in the uPhongolo Municipality Indigent Relief Policy: Section 6: Level of Indigent Support:

Sub-Section 6.1 of the Indigent Policy provides that Council shall determine the overall subsidy to be granted to qualifying applicants during the approval of its annual budget. Sub-Section 6.1.1 stipulates what the indigent subsidy may be granted upon namely:

i. Property rates (100% rebate or full subsidy);
ii. Refuse removal (50% rebate);
iii. Electricity (50 kwh per month in respect of prepaid electricity)
iv. Alternative energy (green gel)
v. Burial assistance (total households income must be less than or equal to two (2) state pension grant income per month.

The Municipality has a monitoring mechanism in place (such as SDBIP-Community Services under Special Programmes and Monthly budget statement report), where progress reports on Disability Programmes and its expenditure are reported.

6.3 Revenue Raising Strategies

uPhongolo Municipality has a Council approved Revenue Enhancement Strategy. The strategy contains the interventions that are aimed at improving revenue growth and debt collection. A copy of the Revenue Enhancement Strategy is annexed hereto for ease of reference.

Table Showing Financial Revenue Performance During the 2018/2019 Financial Year

Description R thousands	Ref	2018/19	Budget Year 2019/20							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue By Source										
Property rates			36,826	–	3,755	18,776	21,482	(2,706)	-13%	36,826
Service charges - electricity revenue			37,385	–	3,657	22,733	21,808	925	4%	37,385
Service charges - water revenue				–	–	–	–	–		
Service charges - sanitation revenue					–	–	–	–		
Service charges - refuse revenue			10,523	–	888	6,208	6,139	69	1%	10,523
Service charges - other				–	–	–	–	–		
Rental of facilities and equipment			455	–	23	337	265	72	27%	455
Interest earned - external investments			1,549	–	118	993	903	89	10%	1,549
Interest earned - outstanding debtors			8,096	–	930	6,209	4,723	1,487	31%	8,096
Dividends received			–	–	–	–	–	–		–
Fines, penalties and forfeits			491	–	0	16	287	(271)	-95%	491
Licences and permits			1,566	–	115	760	914	(154)	-17%	1,566
Agency services			790	–	80	452	461	(9)	-2%	790
Transfers and subsidies			128,283	–	1,698	95,883	74,832	21,051	28%	128,283
Other revenue			1,327	–	31	567	774	(207)	-27%	1,327
Gains on disposal of PPE				–	–	–	–	–		
Total Revenue (excluding capital transfers and contributions)		**–**	**227,291**	**–**	**11,297**	**152,933**	**132,587**	**20,347**	**15%**	**227,291**

Table Showing Revenue Performance During the 2017/18 Financial Year

Description R thousands	Ref	2016/17	Budget Year 2017/18							
		Audited Outcome	Original Budget	Adjusted Budget	Monthly actual	YearTD actual	YearTD budget	YTD variance	YTD variance %	Full Year Forecast
Revenue By Source										
Property rates		31,402	33,493	34,187	2,834	35,295	34,187	1,108	3%	34,187
Service charges - electricity revenue		35,130	34,992	34,992	2,995	36,098	34,992	1,106	3%	34,992
Service charges - water revenue		–	–	–	–	–	–	–		–
Service charges - sanitation revenue		–	–	–	–	–	–	–		–
Service charges - refuse revenue		9,378	9,994	9,994	840	10,086	9,994	92	1%	9,994
Service charges - other		–	–	–	–	–	–	–		–
Rental of facilities and equipment		746	717	698	74	741	698	42	6%	698
Interest earned - external investments		1,293	1,617	1,471	45	1,357	1,471	(113)	-8%	1,471
Interest earned - outstanding debtors		9,066	6,831	7,689	1,050	8,766	7,689	1,077	14%	7,689
Dividends received		–	–	–	–	–	–	–		–
Fines, penalties and forfeits		202	470	467	–	75	467	(392)	-84%	467
Licences and permits		1,361	1,513	1,488	117	1,370	1,488	(118)	-8%	1,488
Agency services		795	858	750	51	788	750	38	5%	750
Transfers and subsidies		169,425	117,306	117,306	1,659	120,291	117,306	2,985	3%	117,306
Other revenue		14,817	944	1,260	394	1,824	1,260	564	45%	1,260
Gains on disposal of PPE		–	–	–	–	–	–	–		–
Total Revenue (excluding capital transfers and contributions)		**273,615**	**208,735**	**210,300**	**10,059**	**216,690**	**210,300**	**6,390**	**3%**	**210,300**

The tables above show the revenue billed by the uPhongolo Municipality for the 2017/2018 and 2018/2019 financial years. Ideally the Municipality should have the cash equivalent on hand to meet at least the current liabilities. However, if the Municipality under collects its revenue, this could result in serious financial challenges for the Municipality. As part of the long term financial planning objectives, the Municipality's liquidity ratio (ability to utilize cash and cash equivalents to extinguish its current liabilities forthwith) needs to be set at a minimum of 1.

The Municipality has considered interventions that are aimed at improving revenue collections to be developed during the next financial year. The interventions are envisioned to benefit the Municipality in securing a buy-in from businesses and communities who show their appreciation of the services provided by paying for them.

The main goal of uPhongolo Municipality in regard to revenue performance is to create an economic environment in which investment can grow and jobs can be created. Increase in employment opportunities shall empower citizens who will take full responsibility to pay for basic services and thus contribute towards the enhancement of municipal revenue. The Municipality intends to attract big corporations to establish their industries in uPhongolo. It wishes to encourage those sectors where there is a competitive advantage, such as the agro-processing, tourism, retail (new shopping mall) and the golf estate, to expand within municipality.

Other Strategies

The ability of a municipality to raise long term borrowing is largely dependent on its creditworthiness and financial position. The uPhongolo Municipality's borrowing strategy is primarily informed by the affordability of debt repayments.

The structure of the Municipality's debt portfolio is dominated by loans/ finance instalment sale agreements and leases. The following financial performance indicators have formed part of the compilation of the 2019/20 MTREF:

- *Capital charges to operating expenditure* is a measure of borrowing cost in relation to the operating expenditure and assesses the affordability of debt expenditure.

It can be seen that the cost of borrowing has steadily decreased from 0.7% in 2019/20 to 0.7% in 2020/21. This increase can be attributed to the new lease agreement to fund the acquisition of machinery and vehicles. The norm is 6%-8%. Clearly the municipality is operating below the norm which indicates that it has capacity to take on additional financing from borrowing to invest in infrastructure projects.

Although borrowing is considered a prudent financial instrument in financing capital infrastructure development, this indicator will have to be carefully monitored going forward as excessive loans may have adverse financial leverage for the municipality.

Capital charges to own revenue measures the municipality's prioritization of resources and indicates the cost required to service external interest and redemption versus available funds. The ratio steadily increases from 3% in 2018/19 to 1.6% in 2019/20. The increase is attributable to the raising of external loans. Since the percentage is below the norm of 6 per cent, the municipality has capacity to take on additional financing to invest in other projects.

Borrowing funding of own capital expenditure measures the degree to which own capital expenditure (excluding grants and contributions) has been funded by way of borrowing. The average over MTREF remains stable and range from 84.2% in 2019/20 to 84.2% in 2020/21.

The Municipality has not raised substantial debt in the past three years. Debt service costs are expected to increase in 2019/20 due to the fact that the municipality plans to raise new loans in the 2019/20 MTREF.

In summary, various financial risks could have a negative impact on the future borrowing capacity of the municipality. In particular, the continued ability of the Municipality to meet its revenue targets and ensure its forecasted cash flow targets are achieved will be critical in meeting the repayments of the debt service costs.

Safety of Capital

The gearing ratio is a measure of the total long term borrowings over funds and reserves. In 2019/20 the gearing ratio is 0% throughout the 2019/20 MTREF. The ratios are relatively low and this is primarily due to low borrowings in relation to own funds.

Liquidity

Current ratio is a measure of the current assets divided by the current liabilities. The norm is 2:1 and ratio should not decrease below 1 otherwise the municipality will be at risk to finance operations.

For the 2019/20 MTREF the current ratio is 4:1 in 2019/20; 4:1 in 2020/21 and 3:1 in 2021/22. The norm range is between 1 and 3. The ratio for the 2019/20 MTREF indicates that the municipality will be able to meet its current obligations when they fall due.

The liquidity ratio is a measure of the ability of the municipality to utilize cash and cash equivalents to settle current liabilities immediately. The municipality should have the equivalent cash and cash equivalents on hand to meet at least the current liabilities, which should translate into a liquidity ratio of 1. Anything below 1 indicates a shortage in cash to meet creditor obligations. This needs to be considered a pertinent risk for the municipality as

any under collection of revenue will translate into serious financial challenges for the Municipality. As part of the longer term financial planning objectives this ratio will have to be maintained at a minimum of 1.

6.4 Revenue Protection (Debt Management)

As part of the financial viability strategy to ensure the municipality remains sustainable, revenue management and debt collection is critical. An aggressive revenue management framework has been implemented to increase cash inflow, not only from current billings but also from debtors that are in arrears in excess of 90 days. The intention of the strategy is to streamline the revenue value chain by ensuring accurate billing, customer service, credit control and debt collection.

- *Annual debtors' collection rate (payment levels)* indicates the municipality's projected collection rate, debtor level payments as a percentage of revenue billed. It is projected that the collection rate over the 2019/20 MTREF will be around an average of 89.2% due to the implementation of the Revenue Enhancement Strategy.

- *Outstanding debtors to revenue* measures the percentage of debtors not collected from annual billed revenue. The higher the percentage, the more billed revenue is likely to remain uncollected for the period. The ratio for outstanding debtors to revenue in 2019/20 was 23.6% which indicates the amount of billed revenue that was not collected. This scenario is not acceptable and more effort is required to ensure that recoverable receivables are indeed collected lest the municipality will find itself unable to honour its commitments.

Creditors Management

The Municipality has managed to ensure that most of the trade creditors are settled within the legislated 30 days of invoice. The liquidity ratio is of concern, by applying daily cash flow management the municipality has managed to ensure a least 80% compliance rate has been achieved. This has had a favourable impact not to all suppliers. The perceptions of risk of doing business with the Municipality, is expected to benefit the Municipality in the form of more competitive pricing of tenders, as suppliers compete for the Municipality's business.

Other Indicators

Electricity distribution losses indicate the percentage loss of potential revenue through the sale of electricity when compared to units of electricity purchased.

- The electricity losses amounted between 7% 12% in the immediate past financial years. The municipality still need to investigate the real course for electricity losses .
- *Employee costs* as a percentage of operating revenue (excluding capital revenue) remained stable at 40.66% in 2019/20 and slightly decrease to 39.69% in 2020/21 and moderately peaked to 39.90% by 2021/22.
- Repairs and maintenance as percentage of operating revenue is increasing owing directly to cost drivers such as the increasing written down values of assets (WDV). In terms of Treasury Circular 66 the budget for repairs and maintenance should at least be 8 per cent of the WDV**.** The repairs and maintenance rate is 5.4% in 2019/20 and 5.5% by 2020/21. This rate has been arrived at by excluding the value of land from the written down value of total assets. Note land does not depreciate.

IDP Regulation Financial Viability Indicators

In terms of the Local Government Municipal Planning and Performance Management Regulation, 2001, the following three (3) key performance indicators must be in the municipal performance management plan to express financial viability:

- *Debt coverage* measures the number of times debt payments are covered by operating revenue (excluding grants) and indicates the ease with which debt payments can be accommodated within a period. The coverage ratio is 9.4 times in 2018/19 and is expected to increase to 10.8 times in 2019/20.

- *Outstanding service debtors' to revenue ratio* is an indication of what percentage of revenue is outstanding owing by service debtors. This measures the municipality's effectiveness of its credit control and debt collection policy. The lower the ratio, the more effective is the municipal revenue management. The ratio stood at 21% in 2018/19. It is projected to decrease to 64.9% in 2019/20.

- *Cost coverage* measures the ability to meet at least its monthly fixed operating commitments from cash reserves if no revenue is collected during that month. The higher the ratio, the higher is the municipality's safety net to provide services and minimise the risk of insufficient cash to fund operations. The ratio informs that the municipality will have sufficient cash for 1 month to fund operations. More needs to be done to increase the municipality's cash reserves.

A spreadsheet indicating the total debt outstanding in a 3-year cycle per category per age analysis, including policy decisions to write-off is attached.

Table: Three-Year Outstanding Debtor's

2016/2017	2017/2018	2018/2019
R144 005 485.87	R154 733 168.78	R174 303 000

Table Showing Debtors Age Analysis

Description R thousands	NT Code	Budget Year 2019/20											
		0-30 Days	31-60 Days	61-90 Days	91-120 Days	121-150 Dys	151-180 Dys	181 Dys-1 Yr	Over 1Yr	Total	Total over 90 days	Actual Bad Debts Written Off against Debtors	Impairment - Bad Debts i.t.o Council Policy
Debtors Age Analysis By Income Source													
Trade and Other Receivables from Exchange Transactions - Water	1200	–	–	–	–	–	–	–	–	–	–		
Trade and Other Receivables from Exchange Transactions - Electricity	1300	3,975	1,987	615	185	76	148	–	1,390	8,374	1,797	171,076	
Receivables from Non-exchange Transactions - Property Rates	1400	92	2,141	1,614	1,504	1,250	11,152	162	36,538	54,454	50,606		
Receivables from Exchange Transactions - Waste Water Management	1500	–	–	–	–	–	–	–	–	–	–		
Receivables from Exchange Transactions - Waste Management	1600	843	868	630	570	568	1,496	–	44,639	49,613	47,273		
Receivables from Exchange Transactions - Property Rental Debtors	1700	38	51	27	134	25	65	–	777	1,118	1,002		
Interest on Arrear Debtor Accounts	1810	216	–	–	–	–	1,677	44,233	–	46,126	45,910		
Recoverable unauthorised, irregular, fruitless and wasteful expenditure	1820	–	–	–	–	–	–	–	–	–	–		
Other	1900	155	170	159	158	178	319	0	13,480	14,619	14,135		
Total By Income Source	**2000**	**5,319**	**5,216**	**3,046**	**2,551**	**2,096**	**14,857**	**44,395**	**96,823**	**174,303**	**160,722**	**171,076**	**–**
2018/19 - totals only										–	–		
Debtors Age Analysis By Customer Group													
Organs of State	2200	(1,729)	886	683	724	590	5,225	3,767	10,332	20,478	20,639		
Commercial	2300	4,089	2,018	805	164	142	499	406	2,447	10,570	3,658		
Households	2400	2,464	1,906	1,255	1,199	1,105	6,611	37,401	76,296	128,235	122,610		
Other	2500	495	407	304	464	260	2,522	2,821	7,748	15,020	13,815		
Total By Customer Group	**2600**	**5,319**	**5,216**	**3,046**	**2,551**	**2,096**	**14,857**	**44,395**	**96,823**	**174,303**	**160,722**	**–**	**–**

The outstanding debts in uPhongolo Municipality may be attributed to adverse economic conditions having a negative impact on payment of such debts by consumers. Some debts will be pursued, others will have to be written off if attempts to attempt to recover same may prove futile.

Once the ratification process on all government properties shall have been conducted, government debt amounting to R20 million will be recovered. KZN Department of Co-Operative Governance and Traditional Affairs (CoOGTA) is assisting uPhongolo Municipality with recovering the outstanding government debt. The land audit has now been finalised by the Municipality while COGTA has identified all government departments that are responsible for paying property rates (properties registered in the name of RSA).

There is currently R10 million in business debt. Profiling of businesses is required to determine their operational status and where necessary, uPhongolo Municipality shall initiate litigation proceedings in an endeavour to recoup funds owed. Meanwhile, residential debt amounts to R128 million and this is comprised of;

- Ncotshane (R93 780 367.53)
- Belgrade (R12, 481 677.83)
- Urban (R12 892 808.98)

Other debtors are comprised of mainly farmers who currently owe R15 million. It is common cause that all property owners are liable for the payment of rates and it is an inevitable necessity that a culture of payment for services should be created.

Traffic fines income as at 31 December 2018 amounted to R741 100. The main reasons that fines are not being recovered are:

- The existence of a culture of non-payment of fines;
- Excess cases are struck off the court roll;
- Directive issued by the Director of Public Prosecutions to withdraw all charges over 2 years for which summons was issued.

In light of the aforesaid, uPhongolo Municipality has implemented the following interventions to encourage the payment of fines;

- A 50% reduction of the payable amount of the fines are paid; and
- Creation of easy pay-points and direct deposits.

6.5 Financial Management

6.5.1 Supply Chain Management (SCM)

The Supply Chain Management (SCM) Unit is in place to address delays of tender awards and execution thereof. A procurement plan with timeframes for the 2019/2020 financial year has been developed and is being implemented. The procurement plan is aligned with the Departmental Service Delivery Plans (SDBIPs) to ensure that projects are executed in accordance with the expectation created. To this end, an annual schedule for the bid committee meetings is in place.

The SCM Unit is fully functional and the bid committees meet as per the procurement plan. The main challenge in the SCM is a shortage of staff which leads to delays in processes and hampers segregation of duties. The corrective measure shall be effected through the recruitment of staff to ensure full functionality of the unit and stands to be addressed during the 2019/2020 financial year.

The Supply Chain Management is cohesive when assessing whether the primary objectives of service delivery are met. Management includes statements on the functionality of Bid Committees.

Table Showing Current Members of the Bid Specification Committee

BID SPECIFICATION COMMITTEE	MEMBERS
Mr S.F. Mkhize	Chairperson
Ms N. Mathenjwa	Secretary
Ms L.B. Masondo	Member
Mr T.A. Masondo	Member
Mr S.T. Mtshali	Member

Table Showing Current Members of the Bid Evaluation Committee

BID EVALUATION COMMITTEE	MEMBERS
Mr T.S. Dlamini	Chairperson
Ms T.N.P. Mavuso	Secretary
Mr T.S. Mazibuko	Member
Mrs S.S.P. Simelane	Member
Mr B Dlamini	Member
Mr A.F. Lushaba	Member

Table Showing Current Members of the Bid Adjudication Committee

BID ADJUDICATION COMMITTEE	MEMBERS
Mr B.A. Mkhonza	Chairperson
Mr J.V. Nkosi	Member
Ms S. Mkhwebane	Secretary
Mr B.G.Mhlongo	Member
Ms N. Msimango	Member

The reviewed SCM Policy for 2019/2020 has made a provision for the disabled to qualify for tenders. The Municipality applies strict supply chain management principles in advertising and awarding of tenders. There are strict controls in place that ensure that the Municipal Financial Management Act is adhered to and complied with so as to prevent or avert the potential of any fraudulent activities from occurring.

The Municipality will ensure that business will not be conducted with entities owned by people that are employed by the state, because doing the contrary is tantamount to contravening the provisions of the Municipal Financial Management Act. Furthermore, it is incumbent upon all staff members who work outside of the Finance Department to be constantly educated on the policy and procedures of the Municipal Financial Management Act and Supply Chain Management Policy to stay abreast with new changes and developments in this regard.

6.6 Assets and Infrastructure

A Council approved Asset Management Policy is in place at uPhongolo Municipality. The Municipality has developed a Comprehensive Infrastructure Plan that guides prioritization and implementation of projects encompassing the Operations and Maintenance Plan. The asset register has obsolete or redundant assets that need to be disposed of and this process will be completed during the 2018/2019 financial year. Some of the municipal assets were not maintained previously due to financial constraints, but this has since been addressed in the 2018/2019 financial year. The Municipality has acquired a new system for asset management which will ensure that accurate information is reflected. The Asset Control Officer position has been since filled and will ensure that the register is maintained, that the Municipal assets are properly maintained and have proper life spans. A copy of the Asset Management Policy is annexed hereto for ease of reference.

6.6.1 Repairs and Maintenance

Repairs and maintenance have been budgeted for against the total of non-current assets. Plans are in place to address the challenges. Calculations are available.

6.6.2 Financial Viability/Sustainability

A 2-year (historical) indication of key financial ratios (cost/current/acid/going concern and sustainability – reasons, including measures to improve) is attached as an Annexure for ease of reference.

Table Showing Financial Performance Indicators

FINANCIAL PERFOMANCE INDICATORS	AUDITED AFS 2017/2018	AUDITED AFS 2016/2017
Cost Coverage	**0 months**	**0 months**
Current Ratio (Current Assets / Current Liabilities	**2.7: 1**	**1.7: 1**
Capital Expenditure to Total Expenditure	**18%**	**22%**
Debt to Revenue	**8%**	**6%**
Collection Rate	**77%**	**70%**
Remuneration (Employee Related Cost and Councillors to Total Expenditure)	**38%**	**37%**
Electricity Distribution Losses	**6%**	**16%**

6.7 Loans/ Borrowings and Grant Dependency

Municipal Financial Borrowings

The Municipality's strategy is to borrow only long-term funds at the lowest possible interest rates at minimum risk within the parameters of authorised borrowing as stated in section 46 of the Municipal Finance Management Act No. 56 of 2003. This permits municipal borrowing in respect of financial capital expenditure on infrastructure, property, plant and equipment. The Municipality is mindful that the borrowing of long-term loans has to be sustainable. The total loans outstanding as at 31 December 2018 amounted to R1, 9 million. The purpose of the loans/borrowings are indicated. The following two tables show uPhongolo Municipality's loan profile for 2017/2018 – 2018/2019 is as follows:

Figure 135: Loans / Borrowings and Grant Dependency for the Financial Year 2017/2018

Lender	Nature	Loan Number	Original Amount	Amount Outstanding	Purpose	Expiry Date
Fleet Horizon Solution	Installment Sale Agreement	Various	1 520 048	1 277 272	Financing motor vehicles	31/05/2020
Fleet Horizon Solution	Installment Sale Agreement	Various	702 709	702 709	Financing motor vehicle	28/02/2021
Standard Bank	Finance Lease	Various	6 129 492	2 234 984	Financing motor vehicles and Yellow equipment	26/03/2019
Total			8 352 249	4 214 965		

Figure 136: Loans / Borrowings and Grant Dependency for the Financial Year 2018/2019

Lender	Nature	Loan Number	Original Amount	Amount Outstanding	Purpose	Expiry Date
Fleet Horizon Solution	Installment Sale Agreement	Various	1 520 048	579 573	Financing motor vehicles	31/05/2020
Fleet Horizon Solution	Installment Sale Agreement	Various	702 709	204 435	Financing motor vehicle	28/02/2021
Fleet Horizon Solution	Installment Sale Agreement	Various	4 237 325	2 908 293	Financing Fire Truck	30/04/2021
Total			6 460 082	3 692 301		

None of the loans are in arrears and no new loan facilities were raised during the first half of 2018-2019 financial year.

Grants funding from National Departments is received in 3 tranches during the year. Government grants have been recognized as income over the periods necessary to match them with the related costs. The following grants have been received from national government over the last three years.

None of the loans are in arrears and no new loan facilities were raised during the first half of 2017-2018 financial year. 55.5% of the allocated grants and subsidies excluding the equitable share for the 2015/2016 financial year had been spent by 31 December 2016.

Grants funding from National Departments is received in 3 tranches during the year. Government grants have been recognized as income over the periods necessary to match them with the related costs. The following grants have been received from national government over the last three years.

Table Showing Grants Received and Spent for 2015/2016 to 2017/2018

Grant Description	**Budget 2015/16**	**Budget 2016/17**	**Budget 2017/18**
Equitable Share	R 96 890 000	R 97 800 000	R 107 145 949
Finance Management Grant	R 1 800 000	R 1 825 000	R 1 900 000
Municipal systems Improvement grant	R 930 000	-	-
Provincial Library	R 973 000	R 965 000	R 1 002 000
Community library Grant	R 340 000	R 358 000	R 376 000
Expanded Public Works (EPWP)	R 4 449 000	R 3 021 000	R 4 678 000
Municipal Infrastructure Grant	_	_	R 957 625
Sport facilities	_	R 167 000	R 167 000
Total Operating grants	R 105 382 000	R 104 136 000	R 116 226 574

To date there has been a decrease in operating grants due to the decrease in the equitable shares and EPWP grant received as well as expenditure on conditional grants recognised.

6.8 Auditor General's Opinion

uPhongolo Municipality's Auditor General's opinion in the last financial year (2017/2018) showed an Unqualified Audit Opinion.

There is an AG action plan in place to address the AG's findings for 2017/2018 and progress thereof is being monitored on a monthly basis. The Audit Improvement Plan is monitored by the Audit Committee a copy of which is annexed hereto for ease of reference.

6.9 SWOT Analysis on Municipal Financial Viability and Management

Figure 137: Municipal Financial Viability and Management SWOT Analysis

STRENGTHS	**WEAKNESSES**
▪ Seasoned and experienced CFO ▪ Budget related policies approved ▪ The municipality have a revenue base ▪ Unqualified Audit Opinion	▪ Shortage of staff ▪ Current system not MSCOA compliant. ▪ Procedure manuals not in place ▪ Procurement plan not in place ▪ Cash flow challenges through poor debt collection ▪ Synchronization of activities not in place within budget & treasury department ▪ Capacitation of staff in certain areas ▪ Grants dependence municipality ▪ Staff cost outside the recommended norm of 40%
OPPORTUNITIES	**THREATS**
▪ Various Business and Farmers for revenue generation and collection. ▪ MSCOA improving business efficiency ▪ Availability of land under AMAKHOSI for future development ▪ On convention electricity can be used as leverage for other services ▪ Training of finance staff by provincial treasury	▪ High unemployment rate resulting in high indigent ▪ MSCOA deadline not met may result in Grants withholding ▪ Not complying with legislation and prescribed regulation in certain areas

Municipal Challenges and Interventional Measures

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT		
	CHALLENGES	**INTERVENTIONS**
	Unqualified and unfavourable Audit Opinion	Develop and implement Audit Action Plan
		Monitoring of Action Plan and submission as a standing item in the Finance Portfolio Committee
	Lack of sufficient audit evidence to support indigent register led to unfavourable audit opinion in 2015/16	Develop system/methods for the households to be able to verify themselves annually
		Develop a clear approach for the compilation of the indigent register
		Dedicated official to attend to the indigent register and beneficiaries
	The compilation of the Indigent register was delayed	To endeavour to the speeding up of the process related to the indigent register
	Vacant posts occupied by interns	Add four Accountant positions in the organogram review
		Request Provincial Treasury to capacitate the finance officials
	Lack of office space	Prepare item on Circular 51 (extension of office building) and submit
		Provide budget in 2018/2019 subject to approval of building plans and cost analysis
	SCM and creditors sections do not perform as desired	Develop Procurement Plan
		Develop Procedure Manual and SCM Checklist to be attached on each payment voucher
		Centralise all the SCM duties
	Tenders and quotations not advertised on website	Website to be updated and maintained
		All tenders and quotations to be advertised on municipal websites
	VAT incorrectly accounted	Request Provincial Treasury to capacitate the officials on the correct calculation of VAT and accounting
		Prepare and review monthly reconciliation
		All reconciled items to be followed up timeously and cleared

	Abuse of official vehicles, spending on non-essential items and excessive expenditure	Fleet management operations to be transferred to Corporate Services as per MANCO resolution
		Fleet management controls to be enforced and monitored on a regular basis
		Establish sub-committee to deal with fleet management issues
		Fleet report to be tabled to the Sub portfolio
		Introduce methods for the public to report the abuse of municipal vehicles
		Cost analysis between buying and leasing of vehicles
	Excessive use of consultants and professionals	Capacitate finance officials on the preparation of AFS
		Contracts signed by service providers to comprise a skills transfer clause
	Financial constraints due to cash flow problems	Application of Circular 80 and monitoring by all departments
		Each department to eliminate less important items from the adjustment budget
		Review of S&T policy
		SCM to analyse the importance of requisition
	Material and electricity losses	Replace all the old electricity meters
		Convert conventional meters to prepaid meters
		Engage DoE for grant funding
		Prepaid meters to be included in the budget
	Increasing consumer debts	Intensify the methods or ways to collect monies that are due and payable to municipality
		Review, implement and monitor the revenue enhancement strategy.

GOOD GOVERNANCE AND PUBLIC PARTICIPATION
SITUATIONAL ANALYSIS

7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

7.1 Batho Pele Policy and Procedure Manual

uPhongolo Municipality has a Batho Pele Policy and Procedure Manual, Service Delivery Charter and Standards Service Delivery Improvement Plan in place. Copies thereof are annexed hereto for ease of reference.

7.1.1 Summary of uPhongolo Municipality Batho Pele Principles

In carrying out their duties, public servants are guided by the following Batho Pele Principles:

1. **Consultation**: Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice regarding the services offered;
2. **Service Standards**: Citizens should be told what level and quality of public service they will receive so that they are aware of what to expect;
3. **Access**: All citizens have equal access to the services to which they are entitled;
4. **Courtesy**: Citizens should be treated with courtesy and consideration;
5. **Information**: Citizens should be given full, accurate information about the public services to which they are entitled;
6. **Openness and transparency**: Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge
7. **Redress**: If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response; and
8. **Value for money**: Public services should be provided economically and efficiently in order to give citizens the best possible value for money;
9. **Encouraging Innovation and Rewarding Excellence:** Rewarding the staff who go an extra mile to make things happen and encourage partnership to with different sectors to improve service delivery. Embrace new innovative ways of doing things.

10. **Service Delivery Impact:** The Municipality shall measure and report regularly, using the sum total of all Batho Pele initiatives, the impact of the Batho Pele service delivery on the lives of the inhabitants of uPhongolo Municipality.
11. **Leadership and Strategic Direction:** It is envisaged that Municipal leaders shall create an atmosphere that conducive for creativity by staff within the Municipality.

7.2 Objectives of The Service Delivery Charter

The Municipality has a service delivery charter which seeks to:

- Improve service delivery programmes;
- Reinforce the partners' commitment to service delivery improvement for the benefit of all citizens;
- Clarify the rights and obligations of each of the parties;
- Acknowledge and reward excellent performance;
- Professionalise and encourage excellence in the public service;
- Enhance performance;
- Facilitate a process to define service standards in various sectors;
- Strengthen processes and initiatives that prevent and combat corruption;
- Facilitate social dialogue among the partners;
- Help government departments rise to the challenge of treating citizens with dignity and meeting expectations their demands equitably and fairly

Ensure an effective, efficient and responsive public service.

7.3 Service Delivery Improvement Plan

The Municipality has a service delivery improvement plan. The municipality has identified a maximum of 3 services to be improved namely:

- Water and Sanitation;
- Housing; and
- Electricity.

The Municipality has developed a service delivery improvement plan template that comprise the following steps:

Steps in selecting key services

Step 1: Define the roles / functions of the municipality

Step 2: List services offered

Step 3: Check if services correspond with mandate?

Step 4: Identify which services have the greatest impact (the most benefit to the largest no. of people)

Step 5: Priorities services on a scale (1(least important) – 10 (most important)

7.4 Operation Sukuma Sakhe Programme

Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through partnership with community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between Government and the community to come together to achieve the 12 National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way. Government has structured programs which need to get as deep as to the level of the people we are serving.

The uPhongolo Sukuma Sakhe comprises of the following departments:

- Department of Sport and Recreation
- Department of Health
- Department of Education
- Department of Social Development
- Department of Transport
- Non-Profit Organizations

- S.A.P.S
- uPhongolo Municipality

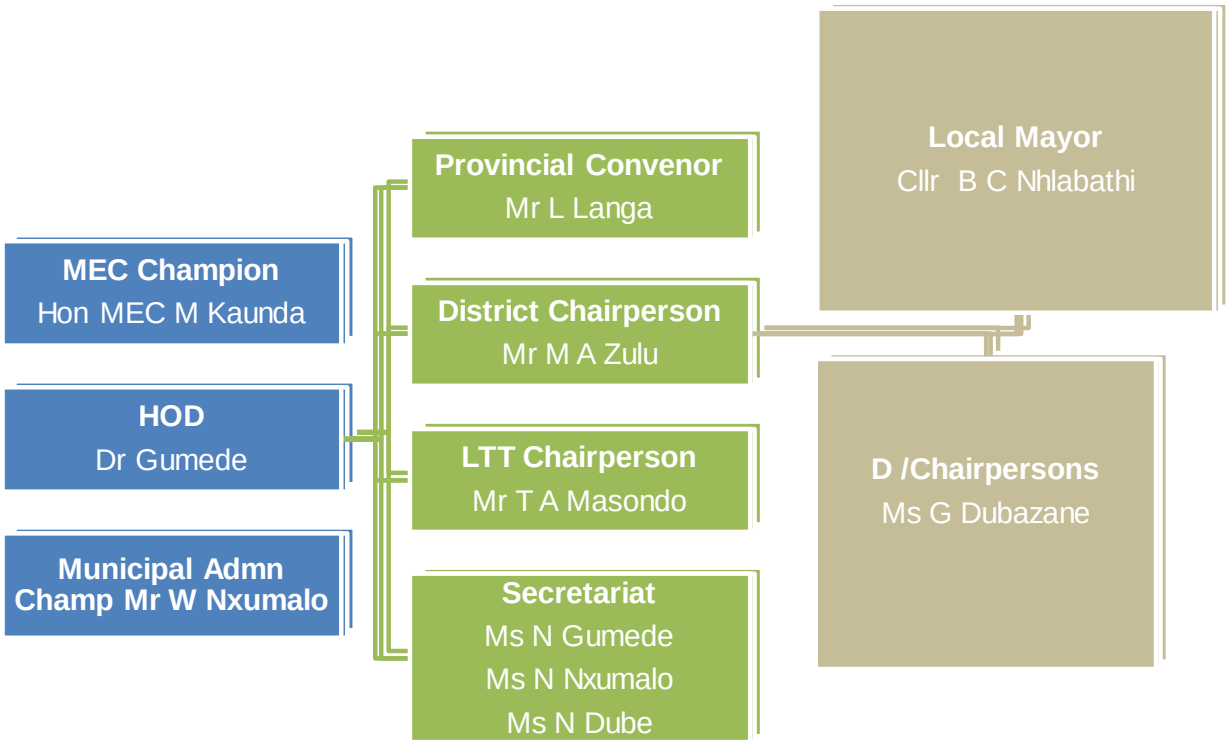
The uPhongolo Sukuma Sakhe Programme was established in 201. During the monthly meetings that are held for the programme, challenges facing communities in each ward are dealt with so as to devise multi-sectoral responses to assist members of the community. The programme assists in aligning government projects and efforts in reducing wastage of resources.

7.4.1 Introduction to uPhongolo Municipality OSS

In order to improve the way services are delivered in partnership with communities, the Province of KwaZulu-Natal developed and continues to use the OSS integrated model of service delivery. Integral to OSS model are War Rooms, which are supported by Task Teams at each governance level. To support OSS implementation, the province initially developed an Implementation Model (for ease of reference, the full English and isiZulu manual can be found on http://www.kznonline.gov.za). It provides an introduction to OSS governance structures and guide stakeholders in the basic principles of OSS, it also provided a road map to establishing War Rooms and co-ordinating service delivery using the OSS model.

The above notwithstanding, the Implementation Model does not focus on the day-to-day operations of the War Room. The OSS Operations Handbook serves to fill the gap, using the lessons learned since 2008. It further identifies the roles and responsibilities of various stakeholders within OSS. The OSS Operations Handbook is therefore a continuation of the initial Implementation Model. The underlying principles and practices remain unchanged and intact. The Operations Handbook assists and guides existing and new stakeholders with knowledge of all OSS processes to co-ordinate and deliver integrated services. It offers the perspectives of all levels of implementation, including province, district, local municipality and ward with the focus being at ward level. The OSS Operations Handbook has been compiled with information from interviews with key stakeholders at each level of government departments, social partners, War Room stakeholders and community members themselves.

7.4.2 Operation Sukuma Sakhe Organogram



7.4.3 Functionality of War-Rooms In uPhongolo Municipality

MUNICIPALITY	FUNCTIONALITY		
Total No. of wards	Fully Functional	Functional	Poorly Functional
UPhongolo	7	7	1
Actual wards	1,2,5,6,7,12,15	3,8,9,10,11,13,14	4

7.4.4 Field Worker Distribution by Local Municipality

Local Municipality	No of HHs per LM	No of HHs per ward(average)	No of HHS per VD	CDWs	CCGs	Extension Officers	Social Crime Prevention Volunteers	Child and Youth Care Workers	Total No. of FWs
uPhongolo	**28773**	**2055**		**7**	**156**	**12**	**15**	**15**	**205**

7.4.5 Field Worker Distribution

Local Municipality	No of Wards	No of Households	No of Field Workers	Ratio of Field Workers: HHS
uPhongolo	**15**	**28773**	**205**	**140**

7.4.6 Poverty Alleviation Programmes: Education

Figure 138: UPhongolo Municipality OSS Education Poverty Alleviation Programmes: Education

Total number of Schools	118
Total number of schools between quintile 1 and quintile 2	83
Total number of No Fee-paying schools	114
Total number of leaners benefiting from No Fee-paying schools	42637
Total number of schools with School Nutrition Programme	114
Total number of learners benefiting from the School Nutrition Programme	42637
Total number of Adult Literacy Classes (ALT):	19 Centres
Total number of adult learners benefiting from Literacy Classes Learners	4615

7.4.7 Plans to Address the Deficit

CDWs

- There is no plan to increase CDWs because of financial constraints.

Community Care Giver Programme

- CCG policy framework is being developed.
- CCG's are recommended to be transferred to COGTA.

Extension Officers

- There are 12 Extension Officers.

7.4.8 Awareness Campaigns

Name of Campaign	Purpose	Date	#of People provided Services	# of People reached with Behaviour Change Messages
UPHONGOLO LOCAL MUNICIPALITY				
Meeting with traditional leaders	To discuss challenges of learners boycotting exams	08 Fe 2018		32
Crime Awareness	To sensitize the community about the challenges of crime	16 Feb 2018	234	754
Visit by Economic Portfolio	To discuss about the amendment of liquor outlets	21 Feb 2018		65
Dialogue in ward 9	Discuss about crime challenges within ward 9	23 Feb 2018	220	220
Operation Mbo	Bringing services to the community	23 Mar 2018	320	432
MMC Camp	To increase number of boys who are circumcised	29 Mar 2018	65	65
Phila Walk	• To encourage healthy living style and HIV/AIDS awareness	09 Mar 2018		388

9.1.1 Local Task Team Organogram

The progress reports pertaining to the functionality of war room in uPhongolo are based on 2018 Monthly Sessions. The War Room Convenors and Partners meet monthly and deliberate on the following issues:

- SASSA Food Program;
- Household Profiling;
- Operation MBO (monthly planning);
- Mandela Day Activities; and
- LAC-LTT Reports (HIV & MDR hotspots).

Social Development Programme

- Early Childhood Development and Massification
- Safe Parks

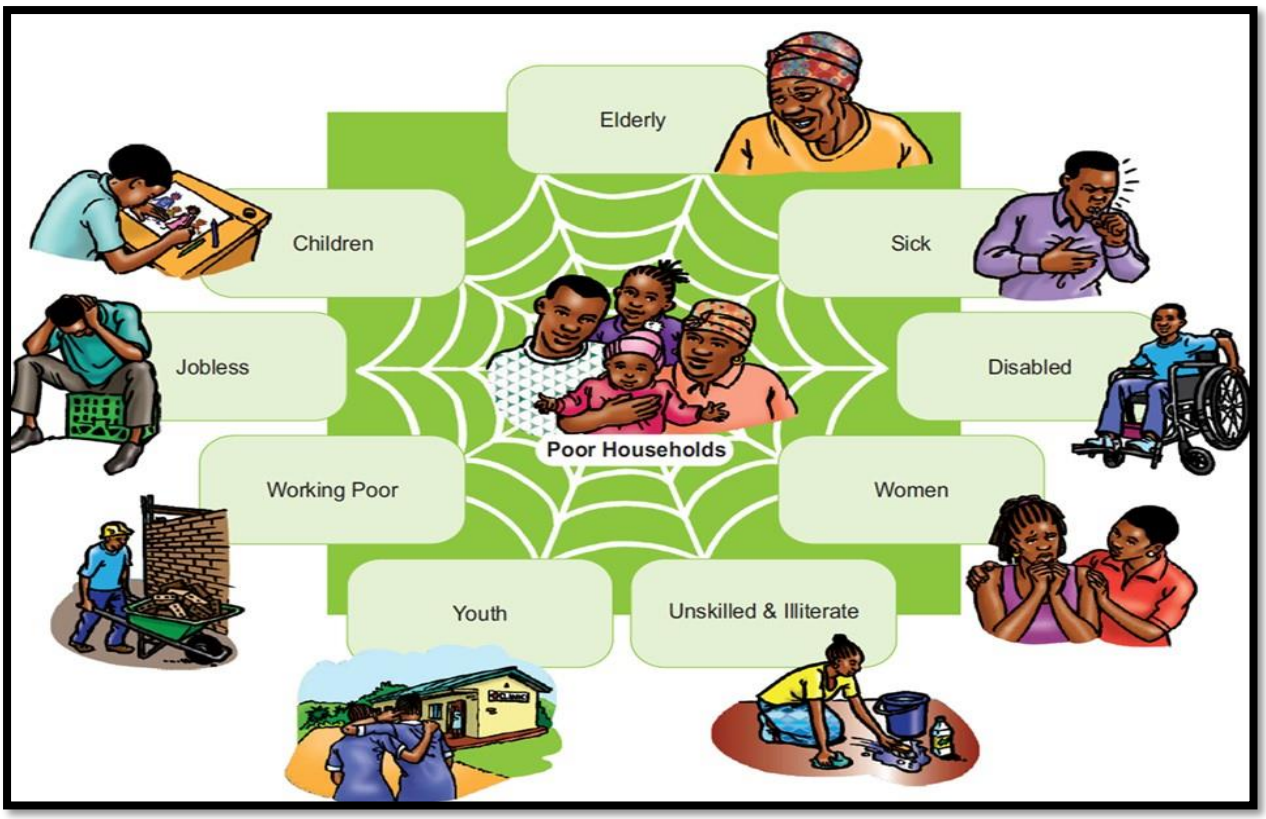
7.4.9 LTT Interventions Report Quarter 4 – (January To March)

#	Data Element	Department Responsible	Needed this quarter	Provided this quarter	Comments / Challenges
1	Number of individuals – needed and provided with Identity Documents	DHA	5344	5383	
2	Number of individuals – needed and provided with Birth Certificates	DHA	992	**800**	High number of late registration of birth
3	Number of individuals – needed and provided with Marriage Certificates	DHA	22	22	Those who married long time ago they are not registering their customary marriage Husband in a civil marriage and cannot marry a second wife
4	Number of individuals – needed and provided with Death Certificates	DHA	322	**322**	Late registration of death still posses a challenge as records could not be retrieved from hospital Duplicated id numbers posses a challenge
5	Number of individuals – needed and provided with learnerships	DOH		**03**	
6	Number of individuals screened for TB	DOH		**80624**	Plans are in place to roll out TB screenings to outreach service platforms using outreach Teams and Field Officers.
7	Number of individuals referred and provided with TB services	DOH		**212**	Expand TB Screening to community outreach platforms using Operation MBO and outreach officers and adopting a campaign approach
8	Number of individuals – needed and provided with HCT	DOH		**166337**	Increase outreach testing sites and at least five campaigns per quarter.

LTT Interventions Report Quarter 4 – (January to March) (continued)

#	Data Element	Department Responsible	Needed this quarter	Provided this quarter	Comments / Challenges
9	Number of individuals referred to clinics for ARV non-adherence	DOH	**00**	**00**	This indicator is not available from DHIS and no target.
10	Number of women referred to clinics for pregnancy test	DOH		**00**	This indicator is not available from DHIS and no target.
11	Number of individuals – needed and provided nutritional support	DOH		**00**	This indicator is not available from DHIS and no target.
12	Number of children – needed and provided child health services	DOH		**1123**	There is a need to expand PHC roll out coverage
13	Number of individuals – needed and provided Treatment for any illness health services	DOH		**11232**	Plan to increase Family Heath Teams
14	Number of household members – needed and provided Assistant Devices health services this quarter	DOH		**03**	Provided with 2 walking sticks and 1 wheel chairs
15	Number of individuals – needed and provided Social Grants	SASSA	1820	**1573**	
16	Number of individuals with disability – needed and received relevant services	DSD	00	**00**	
17	Number of individuals –needed and provided with social services (domestic violence, substance abuse, victim empowerment)	DSD		**320**	

7.4.10 Beneficiaries Of uPhongolo OSS



7.4.11 Oss Achievements

- uPhongolo LTT meetings are held as per scheduled dates;
- The LTT is attended by all stakeholders within uPhongolo including relevant Sector Departments;
- There are model wards that have started enjoying the benefits from the service;
- Phila Mntwana Roll Out Programme;
- 77 OSS houses built in ward 13 and 9;
- Construction of the house by SANDF in ward 15;
- 26 Phila mtwana are functional;
- Crime Awareness Campaign;
- Hosted Ukhozi FM speaking of crime related issues;
- Operation MBO ward 7;
- We have monthly Phila walk;

- Establishment of Ward Aids Committees;
- HIV/AIDS Awareness Campaign; and
- Recruitment of 66 youth for learnerships.

7.4.12 Oss Challenges

The following challenges have been identified in respect of OSS:

- No dedicated budget allocation for OSS;
- No OSS Co-ordinator;
- Lack of commitment and/or participation by officials at all OSS;
- Mkuse Bridge to Nongoma;
- Some Ware Room convenors are not employed;
- Leaners' Transport;
- Water Shortages;
- It is not mandatory for OSS to be reported on to senior officials;
- Some Phila Mntwana Centres lack of proper infrastructure such as toilets, water and electricity;
- Due to some Centres not having electricity it poses a challenge to utilize all the resources required for Phila Mntwana; and
- Not all wards are having CCG's.

Recommendations

- To have sufficient funds allocated for co-ordination;
- The establishment of the OSS unit;
- Formation of Local Forum for Local Officer Manager;
- Department of Transport to intervene;
- War Room convenors to be recruited on EPWP;
- Department of Education and Department of Transport to intervene; and
- Provision of Water Tankers.

OSS shall be attached to senior officials and Councillors and Municipalities in general by COGTA, be attached to COGTA, hence it shall invariably become everybody's business.

7.5 Inter-Governmental Relations (IGR))

7.5.1 The Status (Functionality) Of Intergovernmental Relations Structures (IGR) & Its Structures

Inter-governmental structures have been established by the Zululand District Municipality. uPhongolo Municipality has been given a mandate to run the financial advisory forum which must be convened quarterly where section 56 and 57 managers must participate in the IGRs. Unfortunately, the forum is not fully functional. The Municipality maintains healthy relations with all government entities. It is acknowledged that COGTA provides the most valuable support to this Municipality through regular meetings, finance for certain projects, training of personnel and placements of critical personnel when necessary. The Municipality also engages and liaises with the Zululand District Municipality especially in respect of sanitation and water services.

uPhongolo Municipality also works with different departments in co-ordinating izimbizo and service delivery. uPhongolo Municipality looks forward to working with the Department of Sports and Recreation in its endeavours to build sport facilities that can be utilised towards racial integration, as well as the Department of Rural Development to unlock the land potential for growth in the near future.

7.5.2 Participation in Provincial Forums (MUNIMEC and PCF)

uPhongolo Municipality participates in Provincial Forums regularly by attending the meetings**.**

7.5.3 IGR Dedicated Official

uPhongolo Municipality has a dedicated IGR official. For this purpose, the Municipality has opted for its Municipal Manager to attend the IGR Forum. The relevant Personnel are dedicated per IGR Forum.

7.6 The Status of The Functionality of Ward Committees

uPhongolo Municipality has embraced and enrolled the government initiative in respect the establishment of Ward Committees to ensure that service delivery is effective in all wards. The Municipality aims to increase capacity of Ward Committees to ensure functionality. To this end, therefore, the Municipality has established Ward Committees in all its wards which are already fully operational. Herein-below is an indication of an effective structure of the Ward Committee and its functions described accordingly:

7.6.1 Composition of Ward Committees

A ward committee consists of the Councillor representing a particular ward in the council who is also the chairperson of the committee, and not more than ten other persons. In the process of election of Ward Committee we also take into account the need for women to be equitably represented in a ward committee and for a diversity of interests in the ward to be represented. Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

7.6.2 Functions of Ward Committees

- The following are the Functions and powers of uPhongolo Local Municipal Ward Committees through the Municipal Policy in Line with the Provisions of Section 59 of the Municipal Systems Act;
- To serve as an official specialized participatory structure in the municipality;

- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
- Advise and make recommendations to the ward councilor on matters and policy affecting the ward;
- Assist the ward Councillor in identifying challenges and needs of residents;
- Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties;
- Receive queries and complaints from residents concerning municipal service delivery, communicate same to Council and provide feedback to the community on council's response;
- Ensure constructive and harmonious interaction between the municipality and community through the use and co-ordination of ward residents meetings and other community development forums; and Interact with other forums and organizations on matters affecting the ward.
- To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:
- Attending to all matters that affect and benefit the community;
- Acting in the best interest of the community;
- Ensure the active participation of the community in:
- Service payment campaigns;
- The integrated development planning process;
- The municipality's budgetary process;
- Decisions about the provision of municipal services; and
- Decisions about by-laws;
- Decisions relating to implementation of Municipal Property Rates Act (MPRA);
- Delimitate and chair zonal meetings.

7.7 Participation of aMaKhosi in Council Meetings

AmaKhosi do participate in Council Meetings in line with Section 81 of Municipal Structures Act. AmaKhosi also attend Municipal Strategic Planning Sessions.

7.8 IDP Steering Committee Participation Of HODS

MANCO (HODs) and Extended MANCO members participate in the IDP Steering Committee meetings. These structures hold their meetings on a monthly basis with the IDP forming part the agenda always to ensure both ownership of the IDP by Management and to ensure that the implementation of resolutions is constantly monitored.

7.9 Functionality of Management Structures

The management structures are in place such as MANCO and Extended MANCO. The structures are all functional as they meet once a month.

IDP/Budget Steering Committee

The IDP Steering Committee is assigned the following responsibilities:

- Ensuring the gathering and collating of information while the IDP implementation is proceeding,
- Support the IDP Manager in the management and co-ordination of the IDP,
- Discussion of input and information for the IDP review,
- Ensuring the monitoring and evaluation of the gathered information,
- Attending to MEC's comments

7.10 Communication Plan/Strategy

uPhongolo Municipality has an obligation to maintain effective communication with the communities to enable active involvement and participation in municipal affairs. Accordingly, the Municipality has a communication plan/strategy in place which assists it engage with communities in its locality through the following structures and mechanisms**:**

- IDP and budget road shows;
- Council meetings where it intends to start including traditional leaders participation;
- Mayoral Izimbizo;
- Print media newsletters, letters and notices for tendering and appointments;
- Electronic media, notably the website and the municipal video system;
- Open door policy which allows communities that are disgruntled to walk in and lodge their complaints with the relevant officials.
- Annual reports which are tabled before Council with copies thereof found on the website and distributed to communities.
- Public meetings
- Annual report

7.11 Internal Audit and Audit Committee

7.11.1 Functionality of Internal Audit Unit

Section 165 of the Municipal Finance Management Act No 56 of 2003 states that each municipality must have an internal audit unit. In compliance with this legislative requirement, uPhongolo Municipality has its own Internal Audit unit which reports to the Audit Committee and performs the following functions:

a) Prepare a risk-based audit plan and an internal audit program for each financial year;
b) Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
    - Internal audit

- Internal controls
- Accounting procedures and practices
- Risk and risk management
- Performance management and
- Loss control
- Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and

(c) Perform such other duties as may be assigned to it by the accounting officer

In this regard the Municipality appointed ERNEST AND YOUNG as Internal Auditors in March 2015 financial year and for the next two years. A risk based internal audit plan is prepared and approved by the Audit Committee Each financial year. The Internal Audit Activity reports to the Performance and Audit Committee on the implementation of the risk based internal audit plan and matters relating to, internal audit, internal controls, accounting procedures and practices, risk and risk management, performance management, loss control and compliance with the relevant legislations.

Internal Control

The matters reported in the internal audit of the previous financial year were limited to significant internal control deficiencies that resulted in the basis of a Unqualifiedopinion, the findings on the performance report and the findings on compliance with legislation included in this report are as follows:

Leadership	40. Oversight processes were not adequate to ensure compliance with action plans, addressing implementation of corrective measures for prior year findings. This resulted in numerous repeat findings as well as a matter being qualified. Financial and performance management 41. The accounting officer did not implement adequate monitoring and evaluation processes to ensure that all requirements of laws and regulations were complied with. Furthermore, due to inadequate monitoring, performance and financial related non-compliances were not identified timeously to implement corrective measures, as was evidenced by the material corrections to the financial statements and weaknesses identified in the reported performance information.
Governance	42. The effectiveness of the municipality's risk management strategy, internal audit function and the audit committee were compromised as management did not implement the recommendations timeously as well as to take action to mitigate the risks identified in the risk assessment process.

In line with legislative prescripts, the Municipality has a functional Internal Audit Unit which reports to the Audit Committee. The core function of the internal audit unit is to monitor the internal controls put in place by the Municipal Management and, having made recommendations to improve and tighten the internal controls, monitor the implementation of the recommendations. The Chief Internal Auditor, Senior Internal Auditor and Internal Auditor positions are filled. The Unit functions in accordance with the Internal Audit Charter – it reports administratively directly to the Municipal Manager and functionally to the Audit Committee.

7.11.2 Audit Committee / Performance Audit Committee

The Municipality has appointed its own External Audit Committee consisting of members all appointed from outside of the political and administrative structure of the Municipality. The Chairperson and the other members of the External Audit Committee are all suitably qualified

and function in accordance with the Audit Committee Charter. The Committees are combined.

Figure 139: Current Audit Committee/Performance Committee Members

MEMBERS OF THE AUDIT/PERFORMANCE COMMITTEE	DESIGNATION	GENDER
Mrs C.P.D. Nxumalo	Chairperson	Female
Mr M.N. Ngubane	Member	Male
Mrs G.B. Sithole- Sikhosana	Member	Female

7.12 Risk Management Committee and Members

7.12.1 Enterprise Risk Management

The Municipality is exposed to various risks of loss including theft, damage, and destruction of assets, errors and omissions, injuries to employees, employee health, natural disasters and so forth. The Municipality manages the risk by applying mitigation strategies to ensure that risk exposure is at a minimal level. Some risks are transferred to other stakeholder through insurance policies to limit the financial losses. The risk assessment has been conducted by the Municipality-Risk Management Unit. A Risk Register with a Risk Mitigation Plan has been developed and presented to the Audit Committee and Council. Regular risk monitoring is done by the Risk Management Unit to ensure that planned mitigation action is implemented.

7.12.2 Risk Register

The Risk Register covers, inter alia, fraud risk, IT and operational risks, a copy of the risk registers is attached as an annexure for ease of reference. The Municipal Management utilizes the risk register and mitigation plan in order to comprehend the risks that exist and threaten the Municipality's being. It is essential for the Municipality to understand the fraud risk that it faces so as to enable it to develop the necessary plans for the alleviate such risks

by ensuring that there are controls and procedures in place and assign individuals to monitor the plan.

Anti-Corruption and Fraud Prevention Strategy

The Municipality has an Anti-Corruption Policy and Fraud Prevention Strategy already approved by Council a copy of which is hereto annexed for ease of reference. The Municipality's Anti-Corruption Policy and Fraud Prevention Strategy has been developed in accordance with the expressed commitment of Government to fight corruption. Accordingly, the risk register includes fraud risk. Fraud and corruption represent grave potential risks to the uPhongolo Municipality's assets and reputation. The Municipality is committed to protecting its funds and other assets from the effects of fraud, corruption and any other irregularity. uPhongolo Local Municipality (the Municipality) has adopted a zero tolerance attitude with regard to fraud, corruption or any other irregularities, whether perpetrated by internal or external parties, and will vigorously pursue and prosecute any parties, which engage in such practices or attempt to do so, in accordance with applicable legislative provisions.

7.12.3 Establishment and Functionality of Risk Management Committee /Combined Committee

The MANCO Risk Committee will, in terms of its authority delegated by Council, facilitate the development of a formal Risk Management Framework and Strategy. The results of the risk assessments should be used to direct internal audit efforts and priorities, and to determine the skills required of managers and staff to improve controls and to manage these risks. This risk management committee is made up of MANCO members whose names are listed herein-below:

Figure 140: MANCO Risk Committee Members

MANCO RISK COMMITTEE	MEMBER
Mr B.A. Mkhonza	Member
Mr J.V. Nkosi	Chairperson
Mr W.M. Nxumalo	Member
Mr B.G. Mhlongo	Member
Mr M.C. Mdluli	Risk Management Support

7.13 A Comprehensive List of Council Adopted Municipal Policies

The HR Policies list together with recently approved HR Policies are shown immediately herein-below for ease of reference.

Figure 141: Table Showing List of HR Policies Coupled with Recently Approved HR Policies

POLICY	STATUS
1.Attendance Register Procedure	Reviewed and adopted by Council for 2019/2020
2.Banking investment	Reviewed and adopted by Council for 2019/2020
3.Budget	Reviewed and adopted by Council for 2019/2020
3.Credit Control	Reviewed and adopted by Council for 2019/2020
4.Chronic	Reviewed and adopted by Council for 2019/2020
5.Customer Care	Reviewed and adopted by Council for 2019/2020
6.Exit interview	Reviewed and adopted by Council for 2019/2020
7.Fleet Management	Reviewed and adopted by Council for 2019/2020
8.Occupational Health and Safety	Reviewed and adopted by Council for 2019/2020
9.Housing allowance	Reviewed and adopted by Council for 2019/2020
10.Induction	Reviewed and adopted by Council for 2019/2020
11.Inservice training	Reviewed and adopted by Council for 2019/2020
12.Internet and email	Reviewed and adopted by Council for 2019/2020
13.Protective Clothing	Reviewed and adopted by Council for 2019/2020
14.Records	Reviewed and adopted by Council for 2019/2020
15.Recruitment and Selection	Reviewed and adopted by Council for 2019/2020

16.Staff statement to media	Reviewed and adopted by Council for 2019/2020
17.Student assistance	Reviewed and adopted by Council for 2019/2020
18.Subsistance and Travelling	Reviewed and adopted by Council for 2019/2020
19.Supply Chain Management	Reviewed and adopted by Council for 2019/2020
20.Telecommunication	Reviewed and adopted by Council for 2019/2020
21.Training and Development	Reviewed and adopted by Council for 2019/2020
22.Transfer of Staff	Reviewed and adopted by Council for 2019/2020
23.Fixed Assets	Reviewed and adopted by Council for 2019/2020
24.Leave	Reviewed and adopted by Council for 2019/2020
25.Overtime	Reviewed and adopted by Council for 2019/2020
26.Petty Cash	Reviewed and adopted by Council for 2019/2020
27.Property Rates	Reviewed and adopted by Council for 2019/2020
28.Virement	Reviewed and adopted by Council for 2019/2020
29.Disaster Recovery Plan and Risk Management	Reviewed and adopted by Council for 2019/2020
30.ICT Security	Reviewed and adopted by Council for 2019/2020
31.ICT Steering Committee Charter	Reviewed and adopted by Council for 2019/2020
32.ICT Strategy	Reviewed and adopted by Council for 2019/2020
33.ICT Systems Standards	Reviewed and adopted by Council for 2019/2020
34.ICT Systems Standards & Procedures	Reviewed and adopted by Council for 2019/2020
35.Tarrifs	Reviewed and adopted by Council for 2019/2020
36. Batho Pele Policy and Procedure Manual	Reviewed and adopted by Council for 2019/2020
37. Human Resources Strategy and Plan	Reviewed and adopted by Council for 2019/2020
38. Employment Equity Policy and Plan	Reviewed and adopted by Council for 2019/2020
39. OPMS Framework and IPMS Policy	Reviewed and adopted by Council for 2019/2020
LOCAL ECONOMIC DEVELOPMENT	
36. EPWP Phase 3 Policy	Reviewed and adopted by Council for 2019/2020
37. Informal Economy	Reviewed and adopted by Council for 2019/2020
TECHNICAL SERVICES	
Comprehensive Infrastructure Plan	Reviewed and adopted by Council for 2019/2020
5-Year Electrification Plan	Reviewed and adopted by Council for 2019/2020

Financial Policies, the status and date of adoption by Council

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the municipality. The key budget related policies are listed under Council Adopted and Promulgated Bylaws.

Policy	Status
Tariffs	Reviewed and adopted by Council in March 2019/2020
Asset Disposal	Reviewed and adopted by Council in March 2019/2020
Asset Management	Reviewed and adopted by Council in March 2019/2020
Credit Control and Debt	Reviewed and adopted by Council in March 2019/2020
Petty Cash	Reviewed and adopted by Council in March 2019/2020
Municipal Property Rates	Reviewed and adopted by Council in March 2019/2020
Budget	Reviewed and adopted by Council in March 2019/2020
Supply Chain Management	Reviewed and adopted by Council in March 2019/2020
Virement	Reviewed and adopted by Council in March 2019/2020
Indigent	Reviewed and adopted by Council in March 2019/2020
Bank and Investment	Reviewed and adopted by Council in March 2019/2020
Risk Management	Reviewed and adopted by Council in March 2019/2020
Fraud Prevention	Reviewed and adopted by Council in March 2019/2020

7.14 Council Adopted And Promulgated By-Laws

uPhongolo Municipality has developed and adopted several relevant Municipal By-Laws, but most were never gazetted due to lack of funds to effect this requirement.

- SPLUMA By-laws (Adopted by Council and Gazetted)
- Building Regulations By-Laws (Adopted by Council and Gazetted)

- Emergency By-Laws (Approved by Council to be Gazetted)
- Traffic and Waste Management By-Laws (to be developed in 2018/2019 f/y)

Council Adopted Plans

Figure 142: Council Adopted Sector Plans

Sector Plan	Completed Y/N	Adopted Y/N	Date of Next Review
Review Spatial Development Framework	Yes	Yes	2019/2020
Disaster Management Plan	Yes	Yes	2019/2020
LED Strategy	Yes	Yes	2019/2020
Agricultural Plan	Yes	Yes	2019/2020
Housing Sector Plan Review	No	No	2018/2019
Financial Plan 2019/2020	Yes	Yes	2019/2020

7.15 Municipal Bid Committees, Functionality and Membership

The municipality has established fully functional Bid Committees and are as follows:

Figure 143: Current Members of the Bid Specification Committee

BID SPECIFICATION COMMITTEE	MEMBERS
Mr S.F. Mkhize	Chairperson
Ms T. Nhleko	Secretary
Ms L.B. Masondo	Member
Mr T. Masondo	Member
Mr S. Mtshali	Member

Figure 144: Current Members of the Bid Evaluation Committee

BID EVALUATION COMMITTEE	MEMBERS
Mr T.S. Mazibuko	Chairperson
Ms T. Mavuso	Secretary
Mr T.S. Dlamini	Member
Mr A.F. Lushaba	Member

Figure 145: Current Members of the Bid Adjudication Committee

BID ADJUDICATION COMMITTEE	MEMBERS
Mr J.V. Nkosi	Chairperson
Mrs A. Maree	Secretary
Mr B.G.Mhlongo	Member
Mrs. S.N.P. Simelane	Member

The Bid Committee has a standing schedule of meetings and they meet according to that particular schedule.

7.16 Municipal Public Accounts Committee (MPAC)

The MPAC is a committee of the municipal Council, comprised of councillors, appointed in accordance with section 79 of the Municipal Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of Council and to ensure good governance within municipality. This also includes oversight over municipal entities (if any). This committee is functional and meets quarterly as per approved municipal calendar.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request for documents or evidence from the Accounting Officer of a

Municipality or Municipal entity. The primary functions of the Municipal Public Accounts Committees are as follows:

- To consider and evaluate the content of the Annual Report and to make recommendations to Council when adopting an oversight report on the Annual Report;
- In order to assist with the conclusion of matters that may not be finalized, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current in-year reports, including the quarterly, mid-year and Annual Reports;
- To examine the financial statements and audit reports of the municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented;
- To promote good governance, transparency and accountability on the use of municipal resources;
- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the municipality or the Audit Committee; and
- To perform any other functions assigned to it through a resolution of Council within its area of responsibility.

The MPAC reports to Council, at least on a quarterly basis, on the activities of the Committee which include a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report**.**

Figure 146: Members of the MPAC, their Gender and Political Affiliation

MEMBERS OF THE MPAC	GENDER	POLITICAL AFFILIATION
Miss N Mntungwa	Female (Chairperson)	ANC
Mr D.Nyawo	Member	ANC
Mr J.C .Theron	Member	DA
Mr M.P.Mavuso	Member	IFP
Mr S.R. Ntshangase	Member	EFF
Mr J.S. Myeni	Member	ANC

The Internal Audit Committee is an independent advisory body that advises Council and the Executive on financial and risk matters and can act as an advisory body to the MPAC. The finance portfolio committee deals with financial management issues such as budgetary, revenue and expenditure management and supply chain management.

The primary function of the MPAC is to aid Council to hold the Executive and the municipal administration accountable and to ensure the efficient and effective use of municipal resources. It does this by reviewing public accounts and exercising oversight on behalf of Council.

The committee must:

- Examine financial statements of all executive organs of council and any audit reports issued on those statements;
- Examine reports issued by the AG on the affairs of the municipal entities;
- Any other financial statements or reports referred to the committee by council;
- The Annual report on behalf of council and must make recommendations to council thereafter;
- Initiate and develop the annual oversight report based on the annual report;
- Initiate any investigation in its area of competence; and
- Perform any other function assigned by resolution of Council.

When the Committee examines the financial statements and audit reports of a municipality or municipal entity, it must take into account the previous statements and reports of the entity and report on the degree to which shortcomings have been rectified. The outcomes and deliberations of the Committee must be reported to Council and the public to allow for public participation.

7.17 Portfolio Committees (Representatives and Functionalities)

The Portfolio Committees report matters to the Executive Committee for consideration. The matter may then be referred back to the relevant portfolio committee for further consideration, amend or adopt the recommendations if it has delegated authority to do so, or submit its (Executive Committee) recommendations to Council.

The Municipality has 5 Portfolio Committees that meet on a monthly basis these being:

Figure 147: Portfolio Committees, Members, Gender and Political Affiliation

Portfolio Committee	Member	Political Affiliation
Finance Portfolio Committee,	Cllr B.C. Nhlabathi	ANC
	Cllr Mvelase	ANC
	Cllr A.Z.Thabede	IFP
	Cllr E.N.Buthelezi	IFP
	Cllr I.A. Stokfeer	ANC
	Cllr F.F. Simelane	Independent
	Cllr S.J. Myeni	ANC
	Cllr T.A. Ntshangase	ANC
Corporate Services Portfolio Committee	Cllr B.C. Nhlabathi	ANC
	Cllr B. Mvelase	ANC
	Cllr N.V. Mavimbela	ANC
	Cllr P.S.Ntshangase	ANC
	Cllr Z.Khumalo	IFP
	Cllr G.H.Mpanza	IFP

	Cllr R.B. Shongwe	IFP
Social Services Portfolio Committee	Cllr Mvelase	ANC
	Cllr K.E.Nxumalo	IFP
	Cllr B.C. Gumbi	ANC
	Cllr D.Nyawo	ANC
	Cllr D.M. Nkabanjani	DA
	Cllr J.W. Buthelezi	IFP
	Cllr N.E. Nxumalo	ANC
Technical Services Portfolio Committee	Cllr B.C. Nhlabathi	ANC
	Cllr I.A. Stokfeer	ANC
	Cllr S.V. Dlangamandla	ANC
	Cllr F.F. Simelane	Independent
	Cllr M.S.Masuku	IFP
	Cllr R.B.Shongwe	IFP
Planning Development and LED	Cllr B. Mvelase	ANC
	Cllr I.A. Stokfeer	ANC
	Cllr N.J. Mkhwanazi	ANC
	Cllr N.P. Mavuso	IFP
	Cllr S.R. Ntshangase	EFF
	Cllr C.B. Dlangamandla	ANC
	Cllr V.M. Sikhosana	IFP

The roles and responsibilities of the Portfolio Committees, in respect of their functional areas, are:

- To develop and recommend strategy;
- To develop and recommend by-laws;
- To consider and make recommendations in respect of the draft budget and IDP;
- To ensure public participation in the development of policy, legislation, IDP and budget;
- To monitor the implementation of Council policies and plans;
- To exercise oversight on all functional areas;
- A line of accountability and reporting.

Figure 148: Functions of the Portfolio Committees

Committees (other than Mayoral / Executive Committee) and Purposes of Committees	
Municipal Committees	Purpose of Committee
HR/STAFF COMMITTEE	The responsibilities of the Human Resources/Staff Portfolio Committee, in respect of its functional areas, are:
	(a) to develop and recommend strategy;
	(b) to develop and recommend by-laws;
	(c) to consider and make recommendations in respect of the draft budget and IDP;
	(d) to ensure public participation in the development of policy, legislation, IDP and budget;
	(e) to monitor the implementation of Council policies; and
	(f) to exercise oversight on all functional areas.
FINANCE COMMITTEE	The responsibilities of the Finance Portfolio Committee, in respect of its functional areas, are:
	(a) to develop and recommend strategy;
	(b) to develop and recommend by-laws;
	(c) to consider and make recommendations in respect of the draft budget and IDP;
	(d) to ensure public participation in the development of policy, legislation, IDP and budget;
	(e) to monitor the implementation of Council policies; and
	(f) to exercise oversight on all functional areas.
SOCIAL COMMUNITY & LED COMMITTEE	The responsibilities of the Social, Community and Local Economic Development Portfolio Committee, in respect of its functional areas, are:
	(a) to develop and recommend strategy on all functional areas;
	(b) to develop and recommend by-laws on all functional areas ;
	(c) to consider and make recommendations in respect of the draft budget and IDP;
	(d) to ensure public participation in the development of policy, legislation, IDP and budget;
	(e) to monitor the implementation of Council policies on all functional areas; and
	(f) to exercise oversight on all functional areas.
MPAC	
	MPAC performs an oversight function on behalf of the Council it is not a duplication of, and must not be confused with either the Internal Audit Committee or the Finance Committee. MPAC is to help Council to hold the executive and municipal administration to account and to ensure the efficient and effective use of municipal resources and it will do this by reviewing public accounts and exercising oversight on behalf of Council.

Municipal Committees	Purpose of Committee
TECHNICAL INFRASTRUCTURE & PLANNING	The Technical Infrastructure & Planning Portfolio Committee will formulate recommendations for consideration by the Executive Committee in relation to:
	- Issues delegated to it by the Executive Committee or referred to it by the Municipal Manager;
	- Consideration of the Capital and Operating Expenditure as provided for in the budget for the current financial year and the right to
	authorize expenditure where such budgeted expenditure has been provisionally
	approved but excluding the right to
	reallocate expenditure from one vote to another or to the provisional status of funds where applicable;
	- Dealing with issues pertaining to the Council's Technical Infrastructure and
	Planning Services;
	- Implementing all policies and projects approved by the Council falling within the
	Terms of Reference of this
	Committee; Advising on the provision of appropriate facilities for the benefit of the
	inhabitants of the municipal area of jurisdiction;
	- annual business plans falling within the functional area of the portfolio;
	- the implementation of the business plans of the functional areas of the portfolio;
	- the review of financial performance against approved budgets relating to prior
	and current years including dealing with reports from
	the Auditor-General;
	- the draft budget in respect of the functional areas of the portfolio, including tariffs
	of charges after consultation with the relevant Head of Department;
	- reports and recommendations submitted in respect of the functional areas of the
	portfolio including comment arising from its
	- consideration of or amendments to by-laws pertaining to the function of the portfolio;
	- prioritising projects falling within the functional areas of the portfolio;
	The Portfolio Committee may consult with the Municipal Manager and the relevant Head of Department on Council's policies and programmes.

7.18 Good Governance and Public Participation SWOT Analysis

uPhongolo Municipality has a detailed Good Governance and Public Participation SWOT Analysis.

Figure 149: Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Approved scheduled Council meetings and functioning effectively ▪ Section 79 and 80 committees established and functioning effectively ▪ Established and effective ward committees ▪ Community meetings sit per ward (as required by B2B) ▪ War room established in all wards and functioning effectively ▪ Local Task team (OSS) sitting monthly ▪ Established Audit Committee and fully fledged Internal Audit Unit ▪ Risk Management Unit and Risk Committee fully functional ▪ PMS Unit established and functioning effectively ▪ Sitting of Bid Committees as per annual schedules ▪ Customer service delivery charter is in place ▪ Participation of aMakhosi at council meetings and public participations.	▪ Shortage of personnel to monitor the functioning of ward committee meetings ▪ Skills shortage in capturing of minutes of ▪ Ward Committee meetings

OPPORTUNITIES	THREATS
▪ Capacitation of ward committee members ▪ Provision of assistance to needy communities through OSS ▪ Stakeholder engagement	▪ Non-involvement of community members/stakeholders (buy-in) ▪ Lack of community buy-in by stakeholders ▪ Participation of aMakhosi in municipal programmes ▪ Lack of municipal plans and by-laws ▪ Non-availability of customer service delivery plans in terms of Batho Pele principles ▪ Non-establishment and non-functional of relevant municipal structures ▪ Inadequate training of Councillors may result in poor decision making

Municipal Challenges and Interventional Measures

GOOD GOVERNANCFE AND PUBLIC PARTICIPATION		
	CHALLENGES	**INTERVENTION**
	Shortage of personnel to monitor the operation and functioning of ward committee	Prioritise appointment of Personnel
	Lack of skills/training to capture ward community minutes and reporting	To provide training workshops for ward community meetings
	Chamber has no public gallery	To be budgeted for extension
	No Fraud Risk Assessment	To conduct Fraud Risk Assessment
	Poor attendance of departmental staff meetings	Encourage all HODs to convene meetings as per their schedules
	Lack of commitment of Ward Champions	The Municipal champion to encourage war room champions to attend war room meetings
	IGR Meetings not convened (as per IGR sectors between ZDM and LMs)	ZDM to review the TORs for the IGR Sectors
		Develop an annual schedule of meetings
		Submission of an annual schedule to LMs
	Lack of stakeholder participation at IDP/Budget Meetings	Strengthen a working relationship with stakeholders/sector departments

7.19 Ward Based Planning

With regard to Ward Based Planning, uPhongolo Municipality has reviewed the following plans for 2019/2020 financial year:

- Ward Based Planning;
- Ward Operational Plans;
- Ward Level Improvement Plans; and
- Ward Committee Intervention and Maintenance Plans.

In line with the aforesaid, the Ward Based Plans, for which each has one, have been prioritised and cater for the IDP projects. It is therefore safe to submit that the Ward Based Plans are aligned with the IDP and budget. The above-mentioned plans are annexed hereto for ease of reference.

7.20 Land and Use Management

The Zululand District Municipality established a Joint Municipal Planning Tribunal which is currently functional. The Joint Committee comprises all local municipalities that are under the jurisdiction of the Zululand District Municipality. The Committee meets as per applications made and received to the respective local municipalities. Currently uPhongolo Municipality has appointed Etiane Cronje as a Municipal Planning Authorised Officer.

In line with the above, uPhongolo Municipality complies with Regulation 14 of SPLUMA (2013). The Municipality's Executive & Finance Committee has been designated as the Appeal Authority and delegations have been amended from KZNPDA to SPLUMA by-laws and applications are categorised as per SPLUMA. COGTA has gazetted the SPLUMA By-law for uPhongolo Municipality.

The Zululand District Municipality forms a district-wide Planning and Development Technical Forum for the purpose of aligned, integrated and coordinated development of all the local municipalities under its jurisdiction.

7.21 Key Challenges

7.21.1 Key Challenges and Interventional Measures

Municipal Challenges and Interventional Measures

CROSS CUTTING INTERVENTIONS		
NO.	**CHALLENGES**	**INTERVENTIONS**
	Land Claims	Undertake Land Audit (Participation of Sector Departments in the process)
	Land invasion, Illegal development/encroachments	Implementation of land audits outcomes including prosecution/eviction
	Outdated Housing sector plan	Review of housing sector plan
	No capital investment framework in place	Develop capital investment framework
	Non-compliance of landfill site with NEMA	Ensure compliance of landfill site with NEMA
	Illegal dumping	Conduct community awareness campaigns pertaining to illegal dumping
	Inadequate municipal policies, plans and by-laws	To develop municipal policies, plans and by-laws
	No emergency centre / fire station	Land has been secured, in the process of securing funding for development
	Staff shortage in fire and disaster	To ensure that the posts are included in the organogram
	Shortage of burial space at current cemetery	To engage with traditional leaders and talk to nearby farmers
	No spatial long-term vision for the SDF	To develop a spatial long-term vision for the SDF
		To develop and align Comprehensive Rural Development programme
		To conduct Spatial Referencing of all existing and planned projects
		To consider IUDF on the SDF review
	Ineffective functionality in the Planning and Development Department	Appointment of the Director of Planning and Development
	No SEA	To develop SEA

7.22 Key Challenges Explained

Each challenge is clearly explained with respective or parallel intervention. So, to speak, the key challenges were derived from the status quo and the various KPA SWOT Analyses.

7.22.1 Source of Key Challenges

Figure 151: Table Showing Spatial and Environmental Analysis

Strengths	**Weaknesses**
▪ Availability of DPSS staff for additional support and capacity to help eradicate backlogs; ▪ Availability of GIS Unit ▪ Council approved urban component of scheme; ▪ Appointment of an environmental officer; ▪ Good climate conditions; ▪ SPLUMA By-laws in place and gazetted.	▪ LUMS that cover Township is still in draft. ▪ Unavailability of wall-to-wall scheme ▪ The condition of a Land fill site is not in compliance with the license conditions ▪ Lack of capacity to adequately handle all kinds of disaster related incidents
▪ **Opportunities**	▪ **Threats**
▪ Strategic, Spatial & Geographical location of the Municipality (South Africa and Swaziland and Mozambique ▪ Formalization and upgrading of rural areas	▪ Unavailability of land for cemeteries ▪ Illegal developments ▪ Informal and illegal dumping ▪ Strategic environmental assessment not in place ▪ Municipal Planning Tribunal not in place

Figure 152: SWOT Analysis: Institutional Development and Transformation

STRENGTHS	WEAKNESSES
▪ PMS Policy in place ▪ Policies are in place: ▪ -Human Resources Strategy and Plan, ▪ -Employment Equity Plan ▪ -Batho Pele Policy and Service Delivery Improvement Plan ▪ Skills Audit in place ▪ EEP and Training Committees in place ▪ Good working relations between administration and political leadership ▪ Available resources for capacity building (staff and councillors)	▪ compliance with government notice no: 37245 ▪ LLF not capacitated ▪ Job evaluation process
OPPORTUNITIES	**THREATS**
▪ Support from sector departments (CoGTA, LG-SETA, SALGA and Public Works)	▪ Political instability ▪ Appointment of Unqualified personnel

Figure 153: SWOT Analysis on Basic Service Delivery and Infrastructure Development

STRENGTHS	WEAKNESSES
▪ Comprehensive Infrastructure Plan ▪ Electricity by-laws in place ▪ Energy sector plan in place ▪ Building by-laws in place	▪ Poor maintenance of infrastructure ▪ Operations and maintenance plan not in place ▪ Shortage equipment (yellow machines) ▪ Ageing infrastructure` ▪ Outsourced solid waste removal services and lack a monitoring tool ▪ Staff shortage ▪ Budgetary constraints

OPPORTUNITIES	**THREATS**
▪ Support from sector departments ▪ Strategic location of uPhongolo along the N2 Corridor (gateway to Swaziland and Mpumalanga Province)	▪ Insufficient funds to address backlogs ▪ uPhongolo Municipality located far from major business centres ▪ No truck stop

Figure 154: SWOT Analysis for Local Economic Development

STRENGTHS	**WEAKNESSES**
▪ Location of Pongola town on the East 3 route, N2 and R66 ▪ Agriculture contributes significantly to the LED, household income and food security ▪ Existence of developmental strategies and plans (LED Strategy, Tourism strategy, Golela Tourism Strategy and Crops Agricultural plan), Investment promotion and facilitation strategy ▪ A diverse and rich cultural heritage; ▪ Quality of natural endowments and tourism products; ▪ Communal land available to undertake economic activities within the economic sectors; ▪ Town beautification for investors and tourists attraction ▪ Creation of job opportunities ▪ LED support programmes for SMMEs and Co-Ops	▪ Insufficient funding for business plans and implementation of LED programmes and projects; ▪ Capacity constraints and staff shortages ▪ The backlog on bulk services hinders investment ▪ Lack of Developed Rural Service Centres. ▪ Lack of value-adding facilities in the Municipality; ▪ Lack of co-ordination between the private and public sector; ▪ Delay on funds/projects by supporting departments (national & provincial)

OPPORTUNITIES	THREATS
▪ Support from sister departments ▪ Programmes linking graduates to private sector; ▪ Community development through trainings and workshops ▪ Establish and strengthen Public Private Partnerships ▪ Development of new value-chains in the agricultural sector (incl. medicinal lab, agri-park, abattoirs, etc.) and Diversification of the manufacturing sector (e.g. clothing & textile) ▪ Linkages between agriculture and business sector; ▪ Infrastructure development & Logistic expansion ▪ uPhongolo shows great potential for development through land reform	▪ Drought (Pongolapoort dam levels, irrigation & tourism) ▪ Lack of investment due to lack of bulk infrastructure ▪ Lack of irrigation and fencing ▪ Threat of mechanization in both industrial and agricultural development; ▪ Decline in formal employment within economic sectors; ▪ Increasing input costs (electricity, transport, capital, storage and equipment). ▪ Illegal immigrants

Figure 155: Municipal Financial Viability and Management SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Seasoned and experienced CFO ▪ MSCOA implementation readiness ▪ Budget related policies approved ▪ The municipality have a revenue base	▪ Shortage of staff ▪ Current system not MSCOA compliant. ▪ Procedure manuals not in place ▪ Procurement plan not in place ▪ Cash flow challenges through poor debt collection

	▪ Synchronization of activities not in place within budget & treasury department ▪ Capacitation of staff in certain areas ▪ Grants dependence municipality ▪ Staff cost outside the recommended norm of 40%
OPPORTUNITIES	**THREATS**
▪ Various Business and Farmers for revenue generation and collection. ▪ MSCOA improving business efficiency ▪ Availability of land under AMAKHOSI for future development ▪ On convention electricity can be used as leverage for other services ▪ Training of finance staff by provincial treasury	▪ High unemployment rate result in high indigent ▪ MSCOA deadline not met may resulting in Grants withholding ▪ Not complying with legislation and prescribed regulation in certain areas

Good Governance and Public Participation SWOT Analysis

STRENGTHS	**WEAKNESSES**
▪ Approved scheduled Council meetings and functioning effectively ▪ Section 79 and 80 committees established and functioning effectively ▪ Established and effective ward committees ▪ Community meetings sit per ward (as required by B2B) ▪ War room established in all wards and functioning effectively ▪ Local Task team (OSS) sitting monthly ▪ Established Audit Committee and fully-fledged Internal Audit Unit	▪ Shortage of personnel to monitor the functioning of ward committee meetings ▪ Skills shortage in capturing of minutes of Ward Committee meetings

▪ Risk Management Unit and Risk Committee fully functional ▪ PMS Unit established and functioning effectively ▪ Sitting of Bid Committees as per annual schedules ▪ Customer service delivery charter is in place ▪ Participation of aMakhosi at council meetings and public participations.	
OPPORTUNITIES	**THREATS**
▪ Capacitation of ward committee members ▪ Provision of assistance to needy communities through OSS ▪ Stakeholder engagement	▪ Non-involvement of community members/stakeholders (buy-in) ▪ Lack of community buy-in by stakeholders ▪ Participation of aMakhosi in municipal programmes ▪ Lack of municipal plans and by-laws ▪ Non-availability of customer service delivery plans in terms of Batho Pele principles ▪ Non-establishment and non-functional of relevant municipal structures ▪ Inadequate training of Councillors may result in poor decision making

7.23 Annual Performance Report 2017/2018

During the formulation of IDP review 2019/2020 the performance from the previous financial year (2017/2018) was taken into account so as to factor in the necessary improvements. uPhongolo Municipality 2017/2018 Annual Report and Annual Performance Report with corrective measures is annexed in the for ease of reference.

SECTION D:
VISION, GOALS, OBJECTIVES AND STRATEGIES

8 MUNICIPAL VISION, GOALS AND OBJECTIVES

8.1 Long Term Vision

uPhongolo Municipality conducted a strategic planning session in February 2019. The purpose of the session was to set out its long-term vision for achieving growth and development as would be set out in the IDP. The long-term vision would be informed by the SWOT Analysis and the key challenges. Accordingly, the session would effect the following:

- Review the Vision, Mission and Core Values;
- Review Challenges and Interventions;
- Review/Conduct SWOT Analysis;
- Review strategic goals, issues, development priorities, strategic objectives for each priority area (KPA);
- Review the municipal priorities;
- Review Policies and Organogram;
- Take a strategic decision on organisational turn around and focus; and
- Develop Organisational Scorecard and Departmental Operations Plans.

Invariably the Municipal Vision was informed by the SWOT Analysis, the Key Challenges and was quite descriptive. (Please see Situational Analysis above for ease of reference).

In light of the aforesaid, the session was expected to give birth to the newly transformed leadership and management that would instil a new organisational culture.

Vision

“uPhongolo Municipality will ensure an inclusive socio-economy by providing quality services that yield a better life for all by 2035.”

Mission Statement

- To develop our Municipal institution and facilitate its transformation
- To provide infrastructure and other services to all, with emphasis on rural communities, in a sustainable manner
- To provide a healthy and safe environment that is conducive for investment
- To develop and support social and economic development initiatives, particularly those focused on the youth and the vulnerable
- To ensure good governance through leadership excellence and community participation
- To ensure continued sound financial management
- To ensure effective and efficient Land Use Management, taking cognizance of sound environmental practices
- To hoist tourism and agriculture as the leading GDP contributors to our economy

CoreValues

- Transparency
- Commitment
- Innovation
- Integrity
- Co-operation
- Respect
- Accountability

8.2 UPhongolo Municipality Goals

In attending to the IDP Strategic Planning Session, the Municipality had Goals, Objectives and Strategies set out in the IDP that had to be aligned with the KPAs.

Figure 157: Goals, Objectives and Strategies:

Score card Ref #	SDBIP ref #	KZN PGDS KPA	Outcome 9	Responsible Department	IDP Objectives	IDP REF No.	Strategy	Mscoa Project ref#	Project name (Mscoa)	Unit of Measure	Indicator	Annual Target 2019/2020	Total Budget for the Year	Source of Funding	Ward
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 2 : HUMAN RESOURSE DEVELOPMENT															
NATIONAL KEY PERFORMANCE AREA : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT															
OUTCOME 9 : DIFFERENTIATED APPROACH TO MUNICIPAL PLANNING AND SUPPORT															
BACK TO BASICS: PILLAR 5 - BUILDING CAPABLE LOCAL GOVERNMENT															
Org 1	CPS 14			Corporate Services	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and Implement a Work Skills Plan	OPC0003	Staff & Cllr training	Number	Number of staff who attended training against Skills development plan (NQF rated / Short Cources)	25 Staff members to attending training(NQF rated/short courses) by 30 June 2020	1 430 000,00	N/A	All
Org 2	CPS 10			Corporate Services	Create a balance between employee productivity, welfare and capacity building	A1.1	Develop and Implement a Work Skills Plan	OPC0003	Staff & Cllr training	Number	Number of Cllrs who attended training (NQF rated / Short Courses) against the Skills development plan	13 Councillors to attending training(NQF rated/short courses) by 30 June 2020	1 430 000,00	N/A	All

Org 3	MM 49			Office of the Municipal Manager	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year			Number	Number of Organisational performance reports submitted to Council (Council Agenda)	4 Organisational performance reports submitted to Council by 30 June 2020		Opex-internal	All
Org 4	MM 4			Office of the Municipal Manager	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year	OPC0072	Performance/Audit Committee	Number	Number of Performance committee meetings	4 Performance audit committee meetings by 30 June 2020	210600	Opex-internal	All
Org 5				Office of the Municipal Manager	Promote quality service delivery through inclusive Performance Management System	A2.1	Cascade PMS to one lower level each year			Number	Number of organogram levels performance monitored	Cascade PMS to top 4 organogram levels by 30 June 2020		Opex-internal	All

Org 6	CPS 19			Corporate Services	To provide an effective and efficient IT and Communication service to all Municipal units	A3.1	Safely provide access to email and internet to imporve efficiancy in operations.			Number	Number of ICT steering committee meetings held	4 ICT steering committee meetings held by 30 June 2020		Opex-internal	All
Org 7	CPS 20			Corporate Services	To provide an effective and efficient IT and Communication service to all Municipal units	A3.1	Safely provide access to email and internet to imporve efficiancy in operations.			Number	Number of Monthly IT back- ups stored offsite by 30 June 2018	12 Monthly IT back-ups stored offsite by 30 June 2020	400000	Capex-Own	All
Org 8	CPS 22			Corporate Services	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.1	Apply previously disadvantaged people concepts to address the demographic gaps and past injustices			Number	Number of women appointed in S54, S56 posts or middle mng level (post level 15/16)	1 Woman appointed in s54,s56 posts or middle management level by 30 June 2020		Opex-internal	All

Org 9	CPS 29			Corporate Services	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.4	All critical posts to be filled within 3 months			Number	Number of vacant posts filled.	10 vacant positions filled by 30 June 2020	105 mil	Opex-internal	All
Org 10	CPS 30			Corporate Services	To promptly employ a highly effective workforce which is a representative of the Municipalities demographic profile.	A4.4	All critical posts to be filled within 3months			Number	Average turn-around time to finalise the appointment (Advertisement to Appointment)	90 days to finalise the appointment (Advertisement to Appointment) by 30 June 2020	105 mil	Opex-internal	All
Org 11	CPS 31			Corporate Services	To improve Citizens Skills levels and Education	A5.1	Review Bursary Policy and align with government priorities	OPC0024	Community Bursary/ Study assistance	%	% bursary /learnership Budget amount spent	95%-100% bursary /learnership Budget amount spent by 30 June 2020	800 000,00	Opex-internal	All

Org 12	CPS 32			Corporate Services	Ensure Institutional of Batho Pele Culture and Principles	A6.1	Increase sensitivity of government administrators to the aspirations of citizens through bi-annually awareness sessions on BP			Number	Number of Batho pele awareness campaings conducted	2 Batho pele awareness campaings conducted by 30 June 2020		Opex-internal	All
Org 13	CPS 36			Corporate Services	To Promote Access to Information and Accountability	A7.3	Facilitate compilation of an Annual Report			Date	Date draft Annual report submitted.	Draft Annual Report for 2018/19 Financial year submitted by 31 January 2020		Opex-internal	All
Org 14	CPS 39			Corporate Services	Ensuring compliance with the Occupational Health and Safety Act and Compensation for occupational injuries and diseases	A8.2	Develop Occupational Health and safety Guidelines			Number	Number of site inspections for OHS Compliance by 30 June 2018	40 site inspections for OHS compliance by 30 June 2020		Opex-internal	All
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3: HUMAN AND COMMUNITY DEVELOPMENT GOAL 4: STRATEGIC INFRASTRUCTURE															
NATIONAL KEY PERFORMANCE AREA : BASIC SERVICE DELIVERY & INFRASTRUCTURE															
OUTCOME 9 : IMPROVED ACCESS TO BASIC SERVICES															
BACK TO BASICS: Pillar 2 - DELIVERING BASIC SERVICES															

Org 15	TCS 5			Technical Services	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.	ASSET0093 ASSET0096	Electricity provision	Number	Number of new consumer units with access to electricity (Eskomaria)	350 of new consumer units with access to electricity (Eskomaria) by 30 June 2020	8 500 000	DOE	9
Org 16	-			Technical Services	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.			Number	Number of existing Households with access to electricity	25988 Households with access to electricity by 30 June 2020	8 500 000	DOE	All
Org 17	-			Technical Services	Ensure provision of Electricity/alternative energy in a sustainable manner	B1.1	To provide an efficient and cost effective electricity distribution or alternative energy to all mandated areas in Phongolo.			%	Percentage of Households with access to electricity	85% Households with access to electricity by 30 June 2020	8 000 000	DOE	All
Org 18	CMS 43	Improved Access to Basic Services		Community Services	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	CONT0006	Refuse collection	Number	Number of Housholds with access to refuse removal at least once per week	4550 Households with access to refuse removal at least once per week by 30 June 2020	R 2 400 138	Opex-internal	All

Org 19	CMS 44	Improved Access to Basic Services		Community Services	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	CONT0006	Refuse collection	%	% Households with access to refuse removal at least once per week	15% Households with access to refuse removal at least once per week by 30 June 2020	R 2 400 138	Opex-internal	All
Org 20		Improved Access to Basic Services		Budget and Treasury Office	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	OPC0037	Free Basic Services		% of Households provided with free basic services	10% of Households provided with free basic services by 30 June 2020	2675929	OPEX-grants	All
Org 21		Improved Access to Basic Services		Budget and Treasury Office	To control waste management including water contamination	B3.3	Ensure that all refuse is timeously removed from source to waste management centre	OPC0037	Free Basic Services		% of households provided with rebates (electricity, rates & refuse)	5% of households provided with rebates (electricity, rates & refuse) by 30 June 2020	2675929	OPEX-grants	All

Org 22	PD 1	Spatial Equity	Actions Supportive of the Human Settlement	Planning & Development & LED	To provide safe, adequate and habitable housing that is closer to amenities	B4.2	Improve community standard of living through accelerated development of houses in rural areas through improved intergovernmental relations with the Department of Human Settlements			Number	Number of new housing units completed	900 new RDP housing units completed by 30 June 2020	39 820 677	Capex_ grant DHS	3,4 &5
Org 23				Planning & Development & LED	To provide safe, adequate and habitable housing that is closer to amenities	B4.2	Improve community standard of living through accelerated development of houses in rural areas through improved intergovernmental relations with the Department of Human Settlements			Number	Number of R 293 properties transferred	303- (R293) properties transferred by 30 June 2020			2&10

Org 24	TCS 13			Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	ASSET0033	Creches and pre-school construction	Number	Number of pre-schools/crèches constructed & completed	2 pre-school/ crèche constructed & completed by 30 June 2020	1 500 000,00	Capex-MiG	10 &13
Org 25	TCS 14			Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	ASSET0027 ASSET0028 ASSET0029 ASSET0031 ASSET0037	Sport Facility construction	Number	Number of Sport complex completed	5 Sport Fields/Complex completed by 30 June 2020	1 691 323,00	Capex-MiG	6 &12
Org 26	TCS 17			Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5.2	Improve Access to Community Amenities and infrastructure	ASSET0085 ASSET0020 ASSET0022 ASSET0026 ASSET0025	Contruction of Community halls	Number	Number of Community Halls Constructed	1 Community halls completed by30 June 2020	5 770 000,00	Capex-MiG	9,14 &13

Org 27	TCS 18			Technical Services	Ensure the optimal use, maintenance and equitable development of communal and Public Facilities	B5. 2	Improve Access to Community Amenities and infrastructur e	ASSET003 0	Construction of Taxi rank	Number	Number of Taxi Ranks constructed	1 Taxi Ranks constructed by 30 June 2020	2 256 001,00	Capex-MiG	11
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 1: INCLUSIVE ECONOMIC GROWTH															
NATIONAL KEY PERFORMANCE AREA : LOCAL ECONOMIC DEVELOPMENT															
OUTCOME 9 : COMMINITY WORK PROGRAMME IMPLEMENTED AND CO-OPERATIVES SUPPORTED															
BACK TO BASICS: PILLAR 1 - PUTTING PEOPLE FIRST															
LOCAL ECONOMIC DEVELOPMENT															
Org 28	PD23	Inclusive Economi c Growth	IMPLEMEN T THE COMMUNI TY WORK PROGRAM ME AND COOPERAT IVES SUPPORTE D	Planning & Develop ment & LED	Create a conducive environment for investing and SMME growth in Phongolo	C 1.3	Provide training to the unemployed communities			Number	Number of unemployee d people trained on various skills	300 unemploye ed people trained on various skills by 30 June 2020		Opex-internal	All
Org 29	PD 31	Inclusive Economi c Growth	IMPLEMEN T THE COMMUNI TY WORK PROGRAM ME AND COOPERAT IVES SUPPORTE D	Planning & Develop ment & LED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	C2. 2	Tourism promotion and facilitation	SSP0054	Tourism bronchure & Profiling/ branding	Number	Number of tourism promotional initiatives to attract more tourists to Pongola.	4 Tourism promotiona l initiatives to attract more tourists to Pongola by 30 June 2020	221551	Opex-internal	All

Org 30	PD 33			Planning & Development & LED	Increase the number of visitors to uPhongolo through integrated and targeted marketing	**C2.1**	Develop and revive tourism hubs and zones within uPhongolo		Development of Tourism facilities		Number of project progress report submitted to grant funders	18 project progress report submitted to grant funders by 30 June 2020	6 000 000,00	CAPEX_ Grant	All
Org 31	CMS 17	Inclusive Economic Growth	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Community Services	To promote arts and cultural services	C3.1	Development of Arts and Culture Strategy	OPC0026	Cultural	Number	Number of Tourism and Cultural events held	2 Cultural events held by 30 June 2020	737 052	Opex-internal	All
Org 32	PD 25	Inclusive Economic Growth	IMPLEMENT THE COMMUNITY WORK PROGRAMME AND COOPERATIVES SUPPORTED	Planning & Development & LED	Creation of sustainable jobs	C 4.1	Create employment opportunities through labour intensive schemes	OPC0031	EPWP job creation	Number	No. of jobs created through municipality's LED initiatives including capital projects & EPWP	45 jobs created through municipality's LED initiatives including capital projects &EPWP by 30 June 2020	2 513 000	Opex_ Grant DPW	All
Org 33	MM3 9	Single Window of Co-ordination		Office of the Municipal Manager	Mitigate the HIV epidemic and promote positive living	C6.3	To develop and implement programmes that target high risk groups	SSP0037 SSP0039 SSP0034 SSP0036	HIV/AIDS awareness events	Number	Number of HIV / AIDS events held	4 HIV / AIDS events held by 30 June 2020	741 915	opex - internal	All

Org 34	MM36	Single Window of Co-ordination		Office of the Municipal Manager	Mitigate the HIV epidemic and promote positive living	C6.2	Participate in Sukhuma sakhe programs	SSP0031 SSP0032	Sukuma Sakhe co-ordination	Number	Number of Local Task Team (LTT) meeting conducted	10 Local Task Team (LTT) meeting conducted by 30 June 2020	219 868	opex - internal	All
Org 35	MM40	Single Window of Co-ordination		Office of the Municipal Manager	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0002	Eldertly Support & events	Number	Number of elderly supported basic necessities	140 elderly supported with basic necessities by 30 June 2020	363 064,00	Opex-internal	All
Org 36	MM42	Single Window of Co-ordination		Office of the Municipal Manager	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0040	Support people with disability	Number	Number of people with disability supported with basic necessities	30 people with disability supported with basic necessities by 30 June 2020	526 000,00	Opex-internal	All
Org 37	YDS1	Single Window of Co-ordination		Youth Development	Ensure needs of Special groups are addressed	C7.1	Develop and implement projects targeting the special groups.	SSP0020 SSP0019 SSP0018 SSP0007	Youth events	Number	Number of youth events held	4 youth events held by 30 June 2020	706 944,00	Opex-internal	All
Org 38	CMS29	Single Window of Co-ordination		Community Services	Reduce crime rate within uPhongolo jurisdiction	C8.1	Promote neighbourhood watch group scheme.		Facilitate the Community Safety Forum	Number	Number of Community Safety Forum (CSF) meetings held	4 Community Safety Forum (CSF) meetings held by 30 June 2020	N/A	Opex-internal	All
Org 39	CMS22			Community Services	To ensure Safer, effective and efficient system for all	C9.2	Efficient vehicles and driver licensing services.		Issuing of Learner Drivers License	Number	Number of Learners License Examined	768 Learners Licence Examined by 30 June 2020	N/A	Opex-internal	All

Org 40	CMS 21			Community Services	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks		Road safety campaigns	Number	Number of road safety campaigns	20 Road safety Campaings done by 30 June 2020	N/A	Opex-internal	All
Org 41	CMS 20			Community Services	To ensure Safer, effective and efficient system for all	C9.3	Monitor and assess driver fitness and Vehicle roadworthiness through Road blocks		Conduct Multi Disciplinary Road Blocks	Number	Number of Multi-Disciplinary Roadblocks	8 Multidisciplinary Road Block by 30 June 2020	N/A	Opex-internal	All
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY															
NATIONAL KEY PERFORMANCE AREA : MUNICIPAL FINANCIAL VIABILITY AND MANAGMENT															
OUTCOME 9 : IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY															
BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGMENT															
MUNICIPAL FINANCIAL VIABILITY & FINANCIAL MANAGEMENT															
Org 42	BTO 1			Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.1	Develop and implement measures to expand revenue base and generation.			%	% Revenue Growth - (Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue) x 100 - year-on-year or quarter-to-quarter	15 % Revenue Growth by 30 June 2020	334 mil	Mix sources	All

Org 43	BTO 3			Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1. 1	Develop and implement measures to expand revenue base and generation.			%	Actual Operating Revenue / Budget Operating Revenue x 100	95% -100% Actual Operating Revenue over Budgeted Operating revenue by 30 June 2020	259 mil	Mix sources	All
Org 44	BTO 6			Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1. 2	To control and account for all Municipal expenditure			%	% staff cost over OPEX incurred - Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100	25 - 40% staff cost over OPEX incurred by 30 June 2020	105 mil	Mix sources	All
Org 45	BTO 8			Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1. 2	To control and account for all Municipal expenditure			%	% CAPEX BUDGET SPENT - Actual capital Expenditure / Budget Capital Expenditure x 100	95%-100% CAPEX BUDGET SPENT by 30 June 2020	85,6 mil	Mix sources	All

Org 46	TCS 33			Technical Services	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure			%	% MIG BUDGET SPENT - Actual MIG Expenditure / MIG Budget Expenditure x 100	95%-100% MIG BUDGET SPENT by 30 June 2020	26,9 mil	Grant_MIG	All
Org 47	TCS 28			Technical Services	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure			%	% INEP BUDGET SPENT - Actual INEP Expenditure / INEP Budget Expenditure x 100	95%-100% INEP BUDGET SPENT by 30 June 2020	8,5 mil	Grant_INEP	9
Org 48	CPS 3			Corporate Services	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure	OPC0003	Staff & Cllr training	%	% of budget spent on implementation of WSP	95%-100% Work Skills Plan Budget Spent	4 976 099	Mix sources	All
Org 49	BTO 9			Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.2	To control and account for all Municipal expenditure			%	% OPEX Budget spent - Actual Operating Expenditure / Budgeted Operating Expenditure x 100	95% -100% OPEX Budget spent by 30 June 2020	286,8 mil	Mix sources	All

Org 50	BTO 15			Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality			%	% Collection Rate - (Gross Debtors Opening Balance + Billed Revenue - Gross Debtors Closing Balance - Bad Debts Written Off)/Billed Revenue x 100	93% -95% Collection Rate by 30 June 2020			All
Org 51	BTO 16			Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.3	Develop and implement measures to reduce the level of debt owed to the municipality			%	% of outstanding service debtors to annual revenue from services	0% -26% of outstanding service debtors to annual revenue from services by 30 June 2020			All

Org 52	BTO 18			Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management			Number in months	Cash / Cost Coverage Ratio in Months - ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets)	1 - 3 Cash / Cost Coverage Ratio in Months by 30 June 2020			All
Org 53	BTO 20			Budget and Treasury Office	To apply good financial management in dealings with municipal finances	D1.4	Improve cash and debtors management			Number	Debt coverage rate - (Total operating revenue less operating grants)/ Debt service payment	30 x to 40 times Debt coverage rate by 30 June 2020		Opex-internal	All

Org 54	BTO 29			Budget and Treasury Office	To enforce a fair and legislatively compliance SCM policy	D2. 2	Apply fairness, equitability, competitiveness, transparency & cost effectiveness principles in obtaining goods and services.			Number	Number of Quarterly report on the implementation of SCM policy reported to Council	4 report on the implementation of SCM policy reported to Council by 30 June 2020		Opex-internal	All
Org 55	BTO 32			Budget and Treasury Office	To budget and report on all Municipal financial transactions according to legislation	D3. 1	Ensure that budget is informed by the IDP			Date	Date Final Budget approved by Council	Final Budget approved by Council on or before 31 May		Opex-internal	All
Org 56	CPS 41			Corporate Services	To ensure that assets are properly safeguarded, maintained and accounted for in the Municipal records	D4. 4	Establish own fleet with effective tracking system			Number	Number of Fleet Management Report prepared	12 Fleet Management Reports prepared by 30 June 2020		Opex-internal	All
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 6 : GOVERNANCE AND POLICY **PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 3 : HUMAN AND COMMUNITY DEVELOPMENT**															
NATIONAL KEY PERFORMANCE AREA : GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS															
OUTCOME 9 : DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM															
BACK TO BASICS: PILLAR 1: PUTTING PEOPLE FIRST & PILLAR 3: GOOD GOVERNANCE															

GOOG GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS															
Org 57	MM 10			Office of the Municipal Manager	Promote good governance, accountability and transparency	E1.1	Promotion of effective, timeous, and efficient communication with both internal and external stakeholders			Number	Number of Council meetings held	4 Council Meetings held by 30 June 2020		Opex-internal	All
Org 58	MM 6			Office of the Municipal Manager	Promote good governance, accountability and transparency	E 1.2	Monitor and improve internal Control & risk management processes			Percentage	% Audit plan Implemented or achieved	100% Audit plan Implemented or achieved by 30 June 2020		Opex-internal	All
Org 59	MM 2			Office of the Municipal Manager	Promote good governance, accountability and transparency	E 1.2	Monitor and improve internal Control & risk management processes	OPC0026	External Audit		Type of audit opinion received - clean audit best, unquilified acceptable) Prior year AFS	To achieve and maintain a clean or unqualified audit by 30 June 2020	1 472 800	Opex-internal	All
Org 60	MM 17			Office of the Municipal Manager	Placing the primary focus on addressing the needs of communities within the municipality	E 2.2	Ward committees supported and capacitated to ensure functionality			Number	Number of ward committee meetings held	180 ward committee meetings held for the year ended 30 June 2020		Opex-internal	1 to 15

Org 61	CPS 8			Corporate Services	Placing the primary focus on addressing the needs of communities within the municipality	E 2.4	Monitor customer complains & provide feed back			Number	Number of report on complaints/ compliments	4 report on complaints/ compliments by 30 June 2020		Opex-internal	All
Org 62	MM 20			Office of the Municipal Manager	Report regularly on the dealings of the Municipality	E 3.1	Publish and distribute quarterly newsletters & Annual Reports to inform communities on progress and essential information	OPC0023	Municipal News letter	Number	Number of newsletters developed by 30 June 2019	4 quarterly newsletters developed by 30 June 2020	441840	Opex-Internal	All
Org 63				Corporate Services	To ensure effective and efficient administration complying with its Legal Mandates	E4. 2	Strengthen Council Oversight through training on Legislation and Policies	OPC0003	Staff & Cllr training	Number	Number of Cllrs who attended workshops or similar presentations on work matters (including internal and external)	29 Cllrs who attended workshops or similar presentations on work matters (including internal and external) by 30 June 2020	1 430 000,00	Opex-internal	All

Org 64	MM2 5			Office of the Municipal Manager	To ensure effective and efficient administration complying with its Legal Mandates	E4. 3	Developmen t of an organisation al strategic planning document			Date	Date Strategic Planning sessions held	Strategic planning session held on or before 31 March 2020	419375	Opex-internal	All
Org 65	MM2 7			Office of the Municipal Manager	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5. 1	Facilitate the Functionality of Ward Committees through continuous public participation			Number	Number of ward community meetings held by 30 June 2019	60 ward community meetings held by 30 June 2020		Opex-internal	1 to 15
Org 66	PD 16	Single Window of Cordinat ion	To promote a municipal governanc e system that enhances and embraces the system of participato ry Governanc e	Planning & Develop ment & LED	To promote a municipal governance system that enhances and embraces the system of participatory Governance	E5. 2	Development of a Credible Integrated Development plan within prescribed legislative guidelines	OPC0030	Development and Review of Integrated Development Plan (IDP)	%	% of IDP credibility score obtained from Cogta IDP assessment	70% or > IDP credibility score achieved for the IDP assessment by Cogta by 30 June 2020	491551	OPEX-Own funding	All

Org 67	MM30			Office of the Municipal Manager	To promote and foster sound internal and external communication	E6.2	Facilitate functionality of IGR Structures			Number	Number of IGR meetings attended	4 IGR meetings attended by 30 June 2020		Opex-internal	All
Org 68	MM32			Office of the Municipal Manager	To ensure that the risk maturity of the organisation is at an enabled level	E7.1	Risk assessment annually with implementation, monitoring continuous improvement and on-going review			Date	Date of Annual Risk Assessments done (Operational, fraud and IT)	Annual risk assesment conducted by 30 June 2020		Opex-internal	All
PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 5 : ENVIRONMENTAL SUSTAINABILITY PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) GOAL 7: SPATIAL EQUITY															
NATIONAL KEY PERFORMANCE AREA : CROSS CUTTING INTERVENTION															
OUTCOME 9 : SINGLE WINDOW OF CO-ORDINATION ; ACTIONS SUPPORTIVE OF HUMAN SETTLEMENT OUTCOME															
BACK TO BASICS: PILLAR 2 - DELIVERY BASIC SERVICES															
Org 69	PD 8	Spatial Equity	Actions Supportive of the Human Settlement	Planning & Development & LED	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1.3	To conduct environmental awareness campaigns to communities.			Number	Number of Environmental Campaigns conducted.	4 Environmental Campaigns conducted by 30 June 2020		Opex-internal	All

Org 70	PD9	Actions Supportive of the Human Settlement	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	Planning & Development & LED	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1. 4	Review and enforce Environmental By-laws.		By-law development	Date	Date Environmental Management By-law adopted by Council	Date Environmental Management By-law adopted by Council on or before 30 June 2020		Opex-internal	All
Org 71	PD7	Actions Supportive of the Human Settlement	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	Planning & Development & LED	Promote the Environment Conservation and management to ensure that adverse environmental impacts is prevented and mitigate	F1. 1	To develop and implement an environmental management plan that addresses climate change amongst other things .		Develop Environmental Management Plan	Date	Date Environmental Management Plan adopted by Council	Environmental Management Plan adopted by Council on or before 30 June 2020		Opex-internal	All
Org 72	CMS 7			Community Services	Provide disaster management and emergency services	F2. 1	To develop and implement a disaster management plan and fire services Plan		Conduct and Facilitate Fire and Ermegency Drills	Number	Number of fire and rescue inspections conducted in buildings	60 fire and rescue inspections conducted in buildings by 30 June 2020		Opex-internal	All

Org 73	PD11	Spatial Equity	Actions Supportive of the Human Settlement	Planning & Development & LED	To plan areas for future development and formalisation	F3.6	Review of Human Settlement Sector Plan	OPC0012 / 6001	Housing Sector Plan Review	Date	Date the Reviewed Housing Sector Plan is adopted by Council	Council Resolution adopting the Reviewed Sector Plan Housing Sector Plan on or before 30 June 2020	400 000,00	Opex-internal	All
Org 74	PD10			Planning & Development & LED	To plan areas for future development and formalisation	F3.1	Review the Spatial Development Plan	OPC0012 / 7002	Development of SDF	Date	Date of approval and adopted of the reviewed SDF by the Council	Reviewed SDF, approved and adopted by the Council on or before 30 June 2020	220 000,00	Opex-internal	All

8.3 Defining A Goal, Objective and Strategies

For all intents and purposes, the Municipality had to endeavor to clearly articulate the distinctions between Goals, Objectives and Strategies as follows:

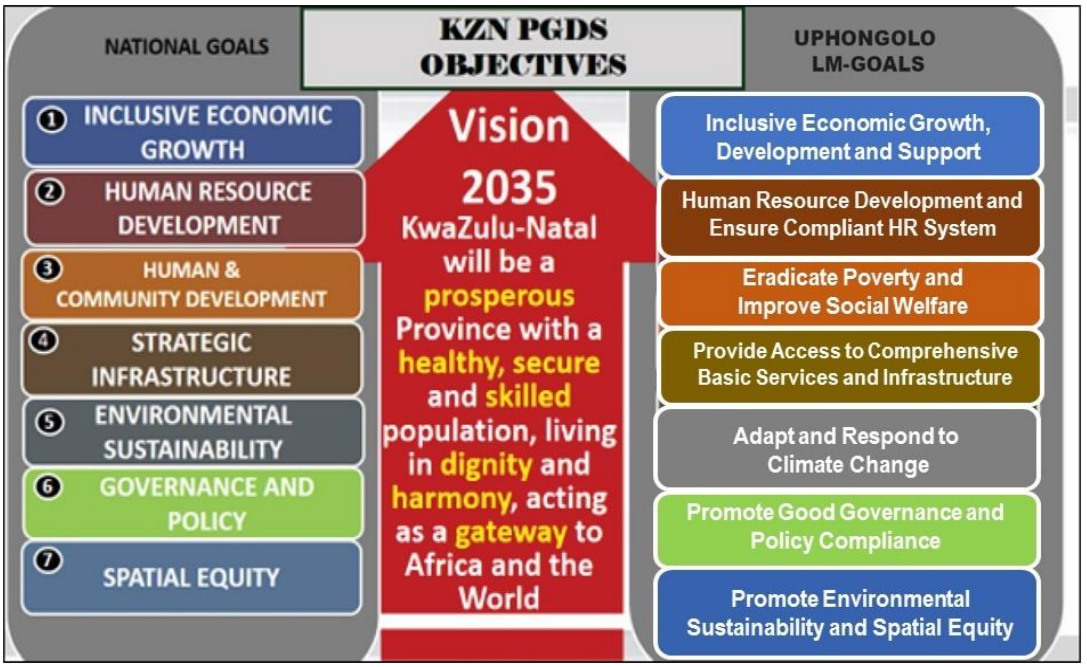
- **GOAL:** A goal can be defined as an observable and measurable end result or outcome which one may set to achieve in terms of a fixed time-frame. In the context of an IDP Strategic Planning for a Municipality goals should refer to specific targets which serve as major steps to achieve the vision of a Municipality, in other words the desired destination where the Municipality needs to be. In achieving a goal/s it is imperative that one must take the necessary *objective* step and apply a particular *strategy*.
- **OBJECTIVE:** An objective plays the role of being the defined step that one must take in order to achieve not the goal, but the strategy which is necessary to achieve the set goal. An objective is therefore the desired step that it is intended to achieve the strategy, taking into account all related aspects that are intertwined with the end result. They are tools that underline all planning and strategic activities. It is therefore imperative to note that one may use a number of objectives in order to get to the destination. Goals and objectives are often confused as meaning one and the same thing, but they are very different.
- **STRATEGY**: Can be defined as a clever way or powerful tactic that one must apply in endeavor to achieve the set goal. In this instance, the strategy fundamentally plays the role of being the reason why the Municipality has to do what it has to do in order to achieve the set goals.

8.4 Goals and Objectives Addressing the Key Challenges

uPhongolo Municipality's goals and objectives address the Key Challenges.

The goals and objectives of the IDP do address the Key Challenges as outlined in Chapter One of this document. Whereas the revised KZN PGDS envision that by 2035 the Province of KwaZulu-Natal will be a prosperous province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world. Indeed, uPhongolo

Municipality by virtue of its geographic location has its goals and objectives aligned to the KZN PGDS.



8.5 Goals and Objectives Aligned To KPAS

Figure 158: Table Showing uPhongolo Municipality's Goals Aligned to KZN KPAs

KEY PERFORMANCE AREAS	ISSUES TO BE ADDRESSED (GOALS)
Municipality Transformation & Institutional Development	Human Resource Development and ensure compliant HR System
Basic Service Delivery and Infrastructure Development	Provide access to comprehensive basic services and infrastructure
Social and Economic Development	Promote inclusive economic growth, development and support
Good Governance and Public Participation	Promote good governance and policy compliance
Municipal Financial Viability and Management	Achieve financial sustainability and viability
Cross-Cutting Interventions	Promote environmental sustainability and spatial equity

8.6 Goals and Objectives Unpacked as the 6 KZN KPAS

The goals and objectives of uPhongolo Municipality are unpacked as per the 6 KZN KPAs. However, kindly refer to the table (8.5) above for ease of reference.

SECTION: E

STRATEGIC MAPPING-1

9 Strategic Mapping

The Spatial Development Framework for uPhongolo Municipality was last reviewed in 2018. At this juncture, the current SDF is annexed hereto for ease of reference.

Municipalities are required to compile Spatial Development Frameworks (SDFs) as a core component of their Integrated Development Plans (IDPs) in terms of Section 26(e) of the Local Government Municipal Systems Act, 2000, Act 32 of 2000. uPhongolo Municipality has submitted a funding application letter to COGTA to review the Spatial Development Framework. The reason for this request or application for funding to COGTA is our intention and hope to close the gaps that were identified by the MEC and factor in the recommendations thereof.

uPhongolo Municipality intends compiling a Spatial Development Framework (SDF) (as part of the IDP) that will guide future development within the Municipality. The SDF must have a set of objectives, strategies and policy guidelines that direct development and development options to ensure that the envisaged long-term urban and rural structure and target deliverables are realised. The SDF should find balance between Environmental sensitivity and Development pressures, especially since the whole municipality and economic base (tourism and agriculture) are reliant on the natural resources for its existence.

Section 28(1) of the Municipal Systems Act, (Act 32 of 2000) stipulates that "each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting, adoption and review of its integrated development plan."

In this regard, the SDFs generally require attention in the following areas:

- Alignment of the SDF with the IDP;
- Alignment of the SDF with:
- The capital budget of the municipalities;
- The SDF's of surrounding municipalities;

- National and Provincial spatial planning initiatives;
- Provincial Spatial Planning Guidelines.
- The identification of urban edges within municipalities in line with the Departments guidelines;
- Building of local economies;
- Regional resource conservation; and
- Mapping all capital investment projects in the SDF e.g. infrastructure projects.

The SDF provides strategic guidance for the spatial restructuring of uPhongolo Municipal area. It indicates where certain types of developments should or could potentially take place, how these areas relate to other areas, and what development standards should apply. The aim of this review of the Municipality's Spatial Development Framework is to: confirm the general principles and guidelines of the 2011 SDF Ensure alignment of Municipal IDP and related projects with the spatial reality of the study area.

- Ensure alignment with the Provincial Growth and Development Strategy;
- Give direction and take into account the need for and compatibility of land uses;
- Confirm the Urban Edge in line with COGTA's Guidelines;
- Provide an Urban Design Framework for the upliftment and increased functionality of the primary node's Central Business District (CBD); and

uPhongolo Spatial Development Framework (SDF) has been adopted and has thus laid a foundation for development in the area. The exercise that remains is to refine the SDF to be in line with the SPLUMA.

Spatial Development Objectives

The following Spatial Objectives have been identified for uPhongolo Municipality:

- Demarcate areas where development should not be allowed;
- Establish the Urban Edge and identify for infill development;

- Provide guidelines for the upliftment and increased functionality of the primary node's Central Business District (CBD);
- Establish a hierarchy of nodes;
- Formalise emerging urban settlements;
- Develop rural service centres in district nodes (emerging urban settlements);
- Provision and upgrading of infrastructure to address backlogs;
- Develop a uniform Land Use management System;
- Support Land Reform Projects and Security of tenure; and
- Promote a variety of housing typologies and densities in and around identified nodes.

9.1 Map Showing Environmental Sensitive Areas

Figure 159: Environmental Sensitive Areas Map

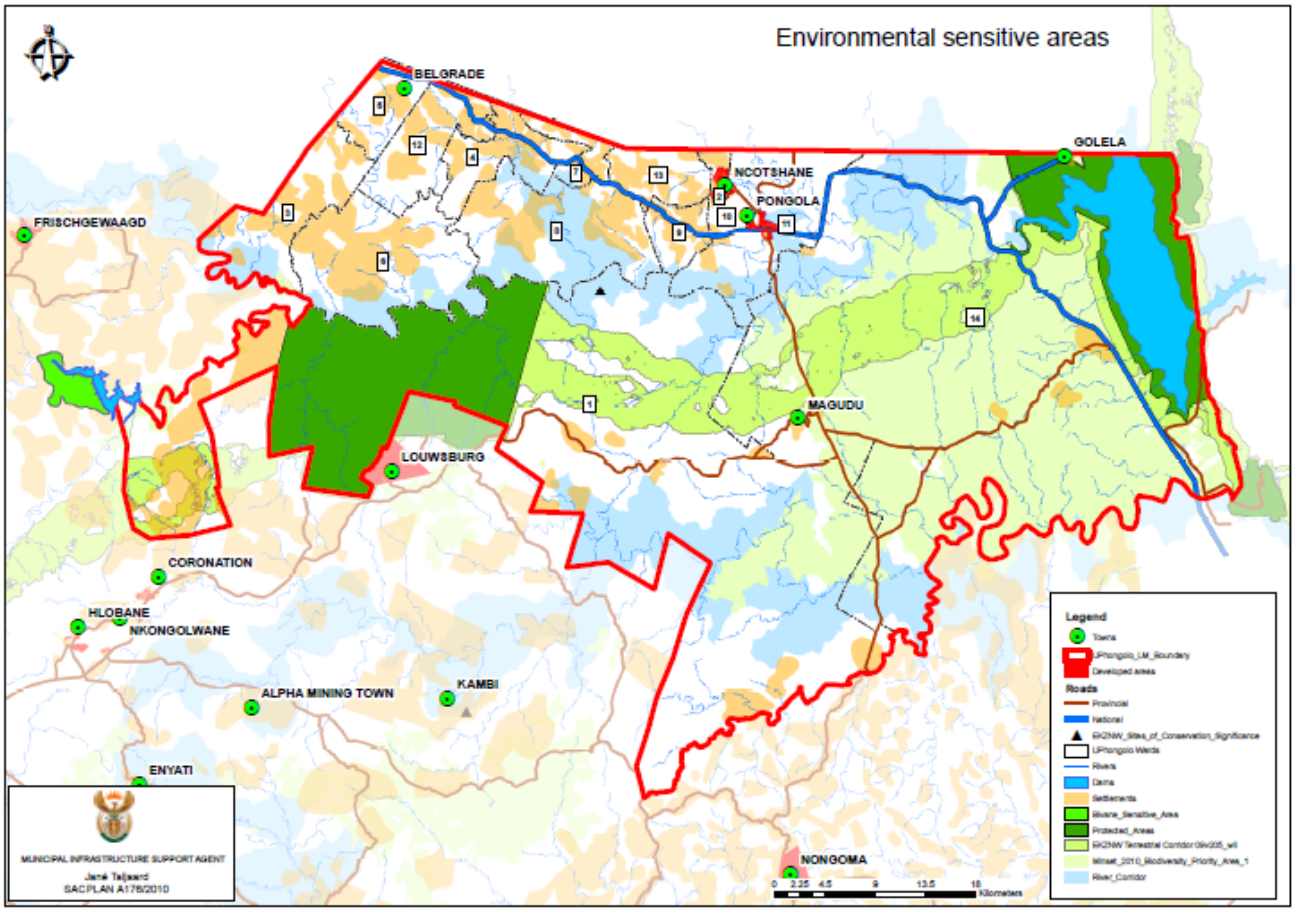


Figure 160: Agricultural Potential Areas

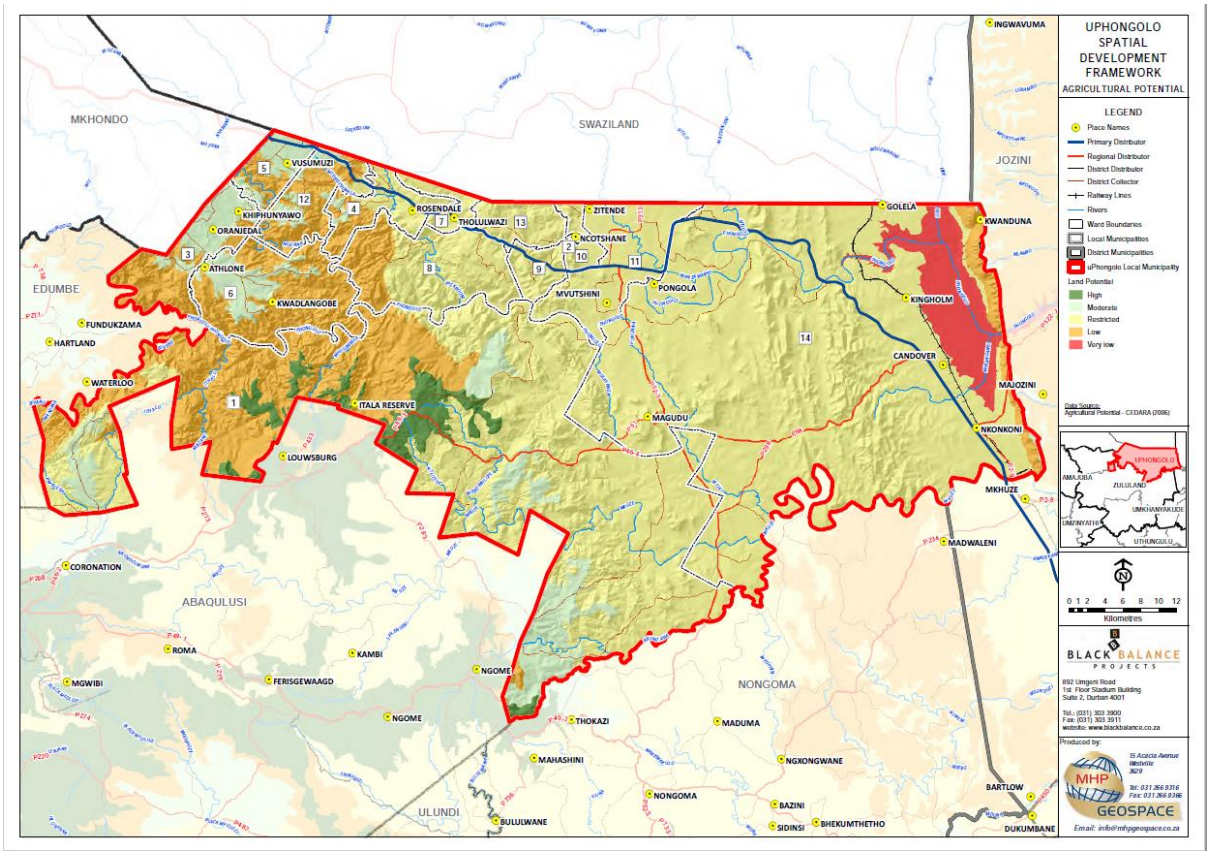
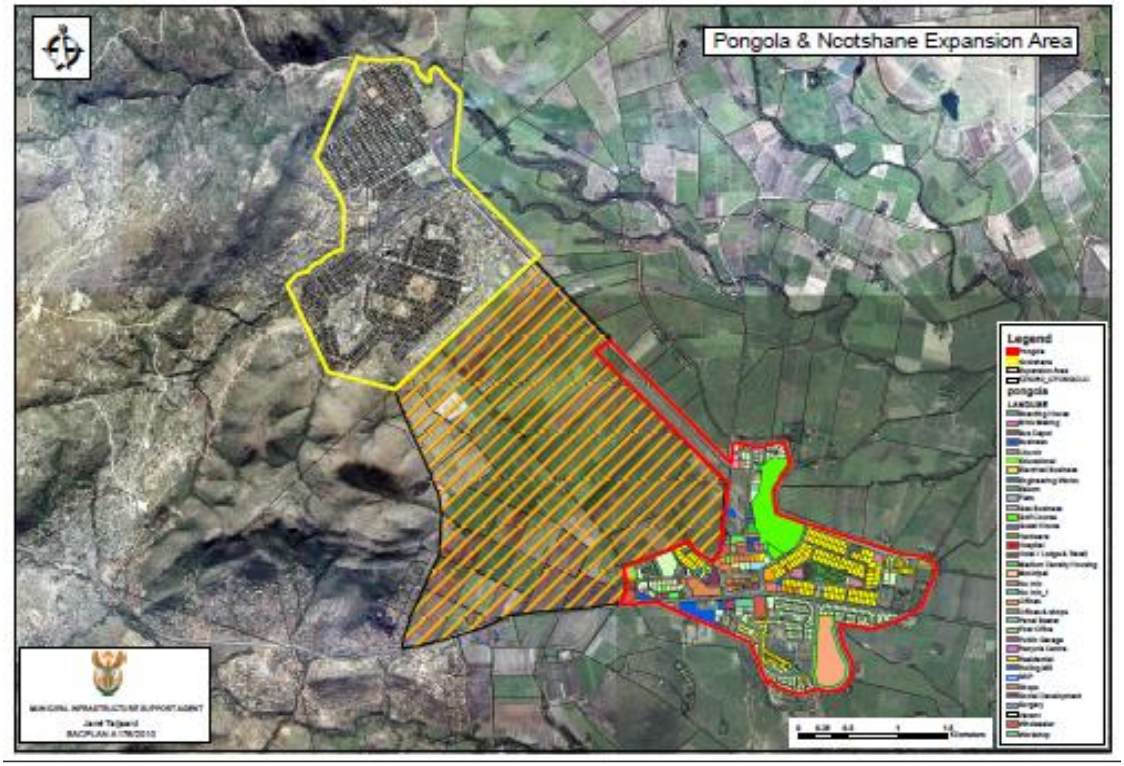
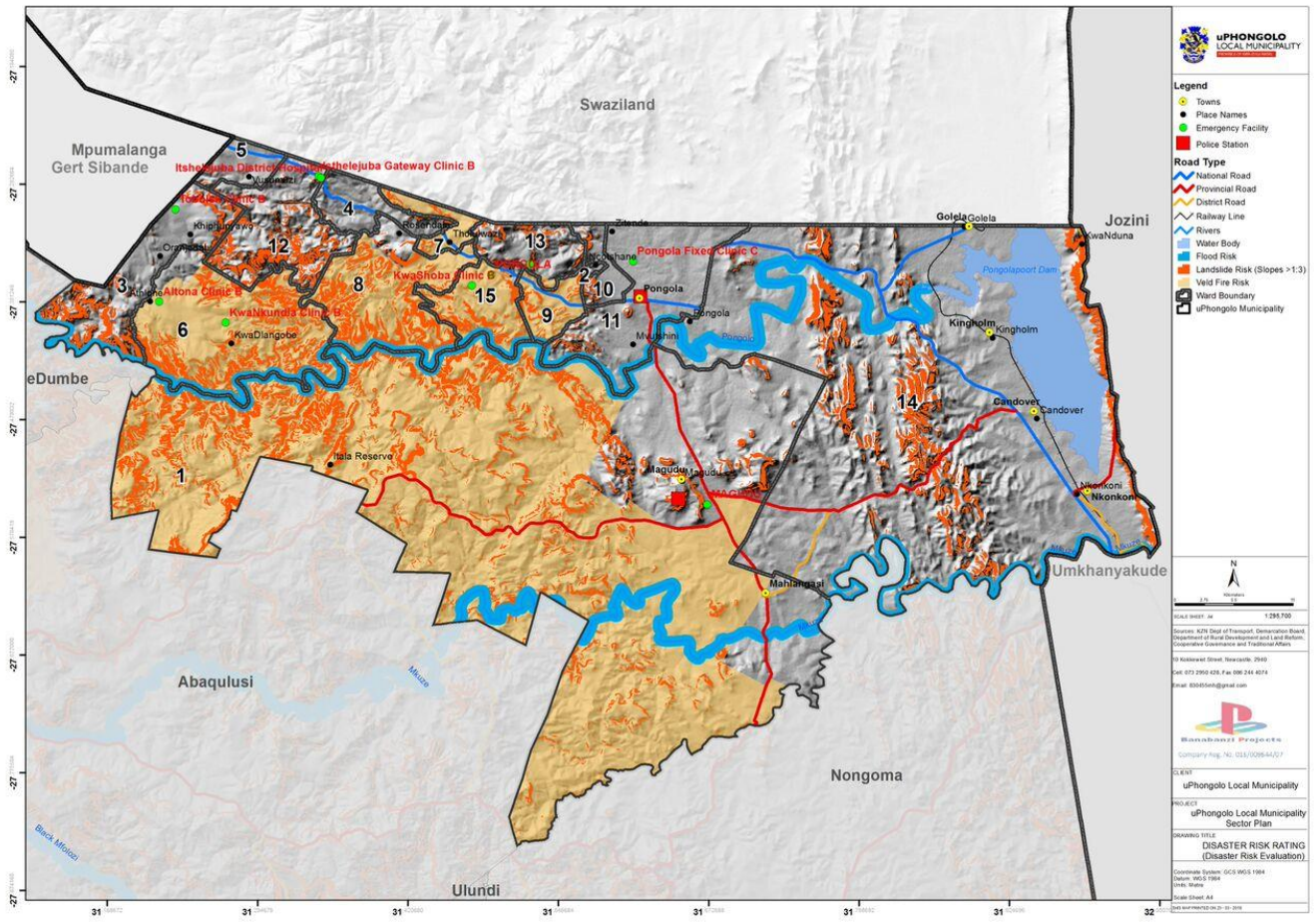


Figure 161: Urban Agriculture in Pongola and Ncotshane Expansion Area



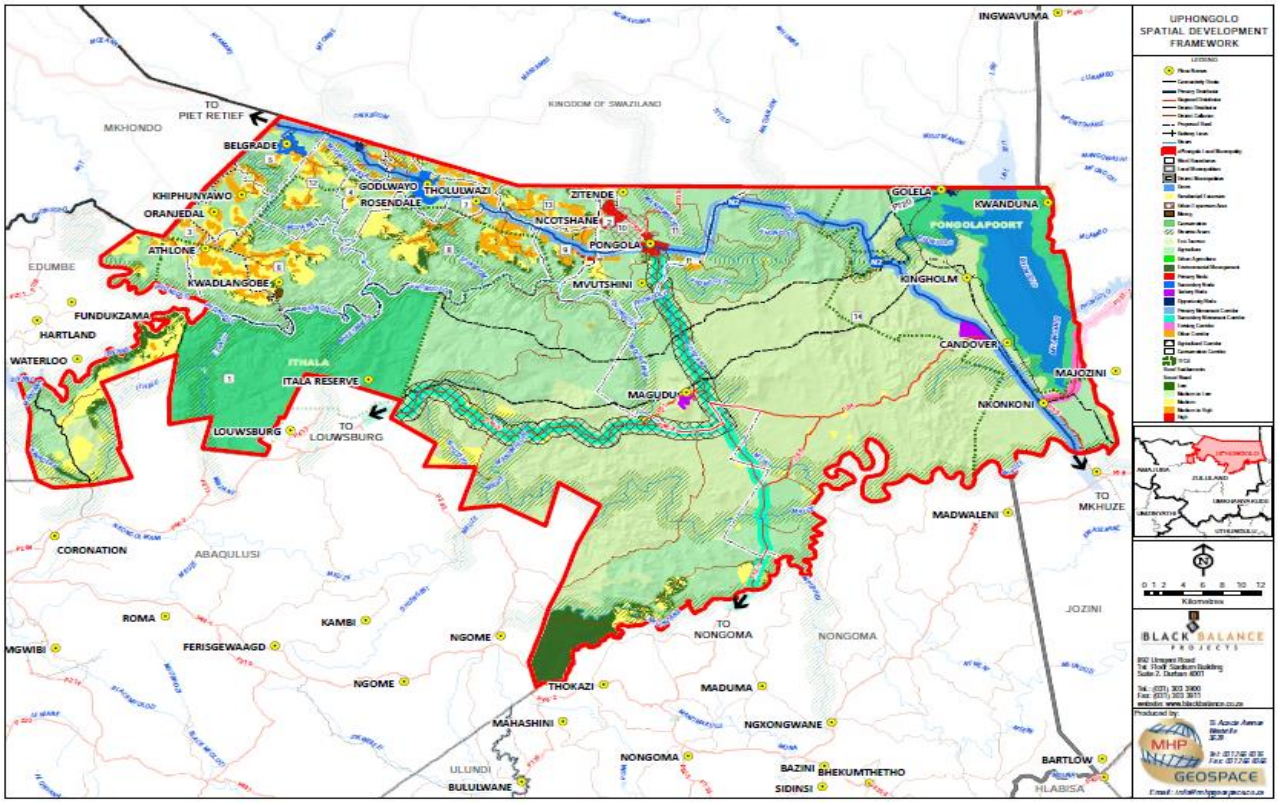
Urban Agriculture is a second strategic development principle proposed in the SDF for the areas south and west of Pongola Town. Urban Agriculture refers to commercially viable agricultural opportunities, whether growing plants or raising animals. And activities need to be integrated into the urban economic and ecological system. The method is discussed in the SDF.

Figure 162: Disaster Risk and Reduction Projects linked to budget



9.2 The Municipality's Desired Spatial Outcomes

Figure 163: UPhongolo Municipal's Desired Spatial Outcomes



Source: SDF 2013

9.3 Desired Spatial Form And Land Use

As part of the SDF process, a number of issues that impact on spatial from and land use have been considered, notable:

- Nodes and Corridors
- Urban Compaction
- Urban Densification

The municipal nodes and corridors are reflected (as extractd from the SDF) in the following map. Certain responses and proactive actions are required in respect of these nodes and corridors regarding the provision and maintenance of infrastructure and services as well as land use management guidelines.

9.3.1 Desired Spatial Form and Land Use Maps

Figure 164: Land Cover

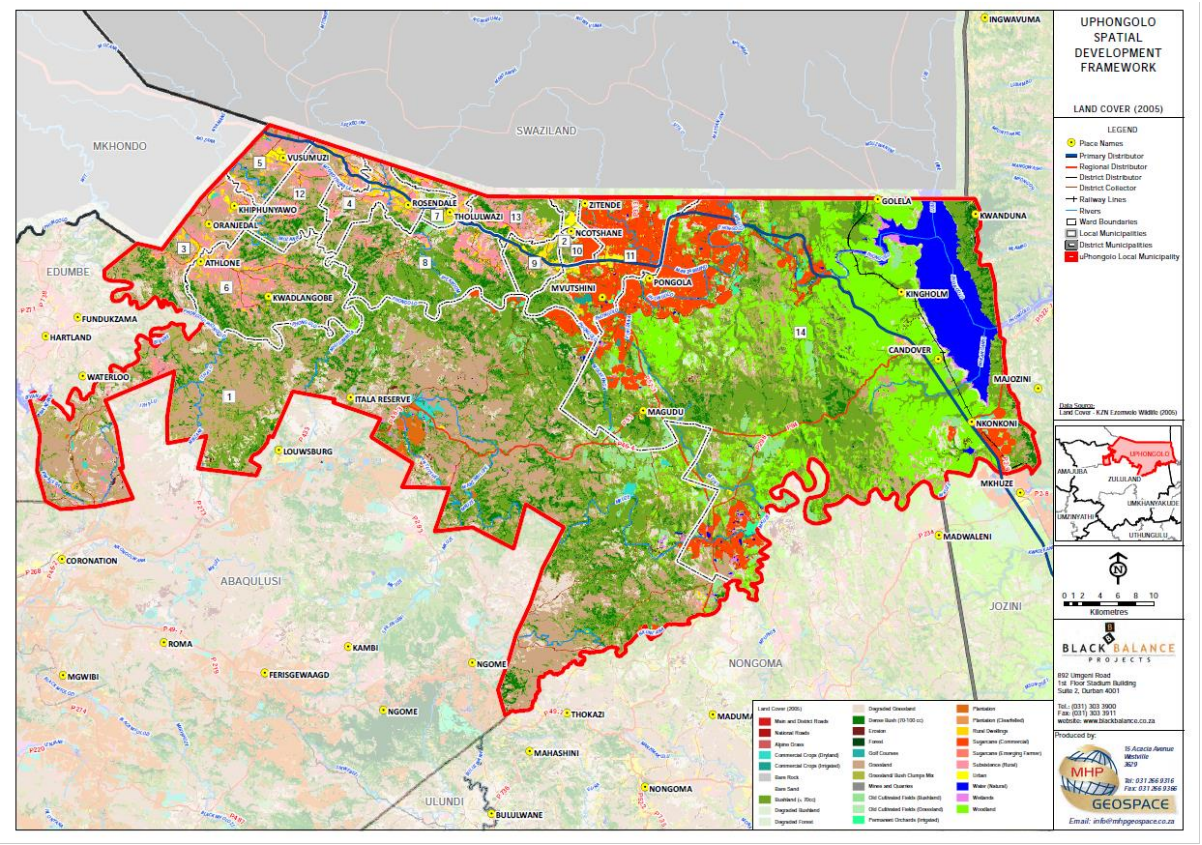


Figure 165: Population Density

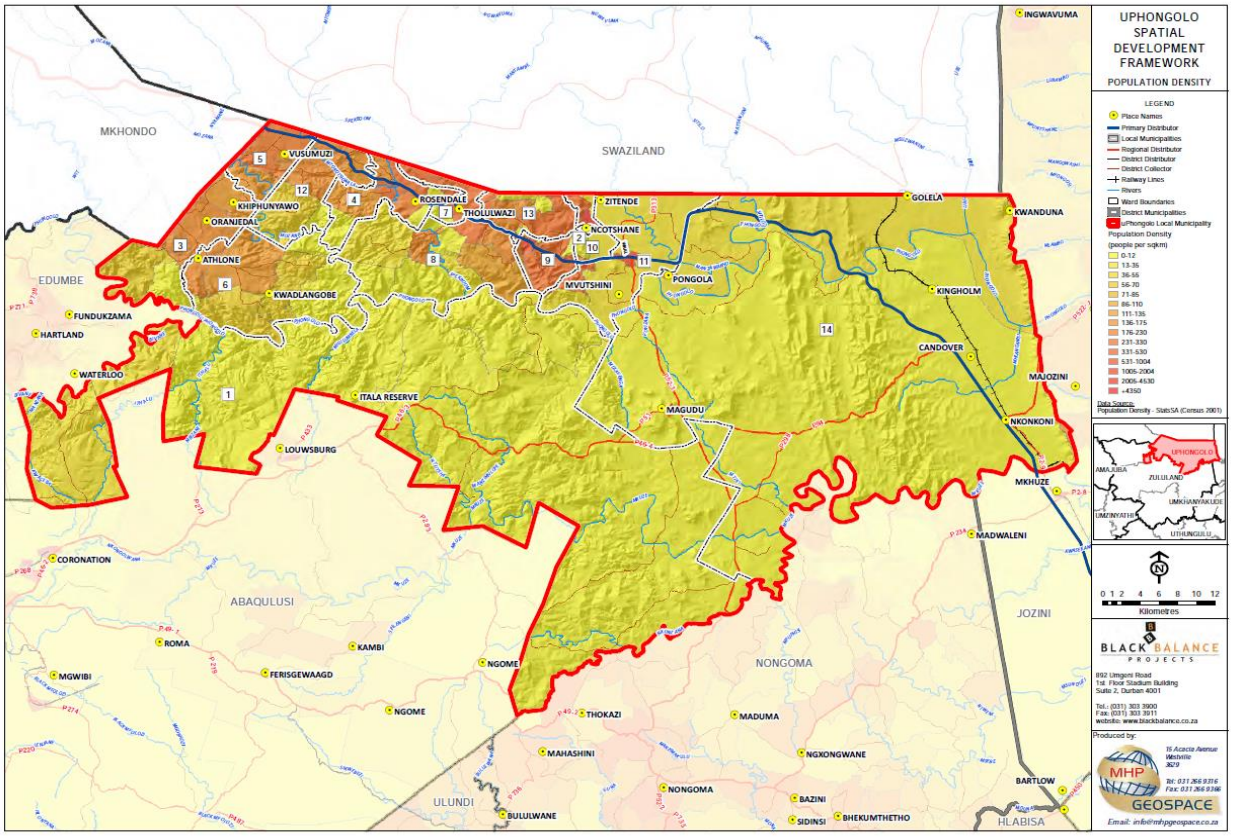
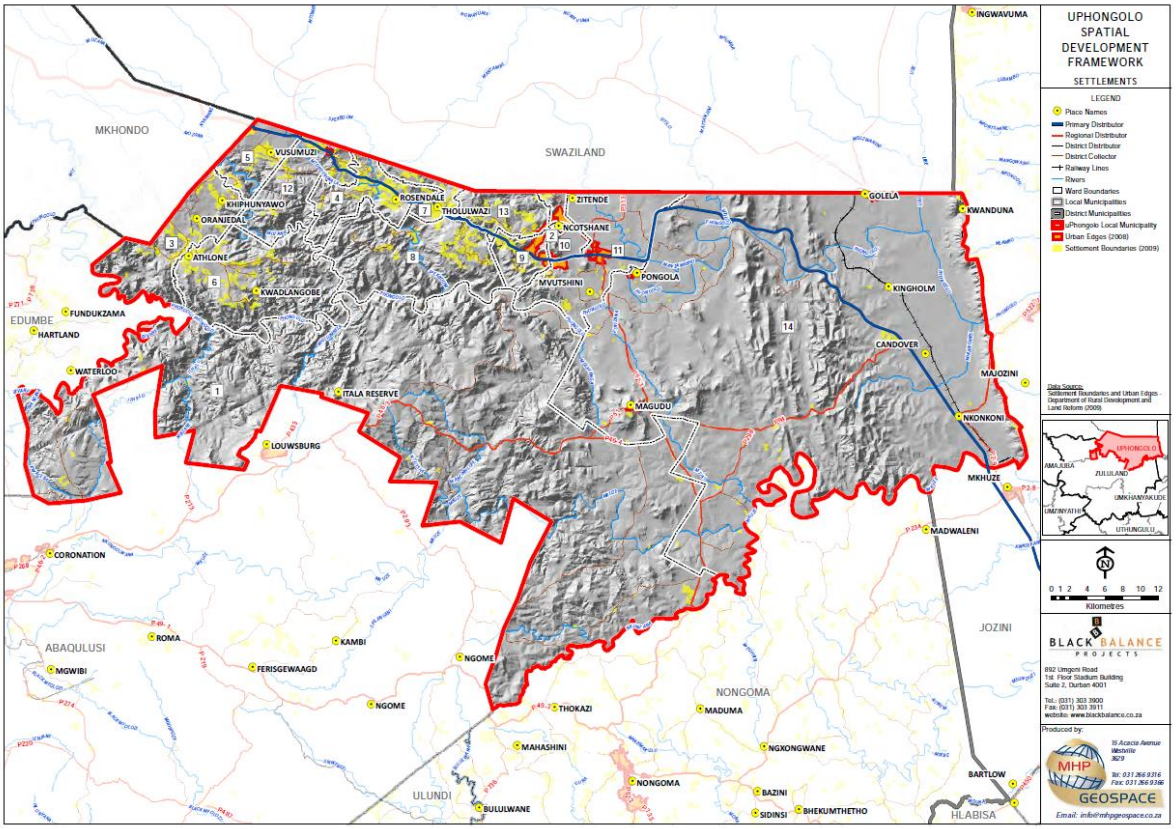
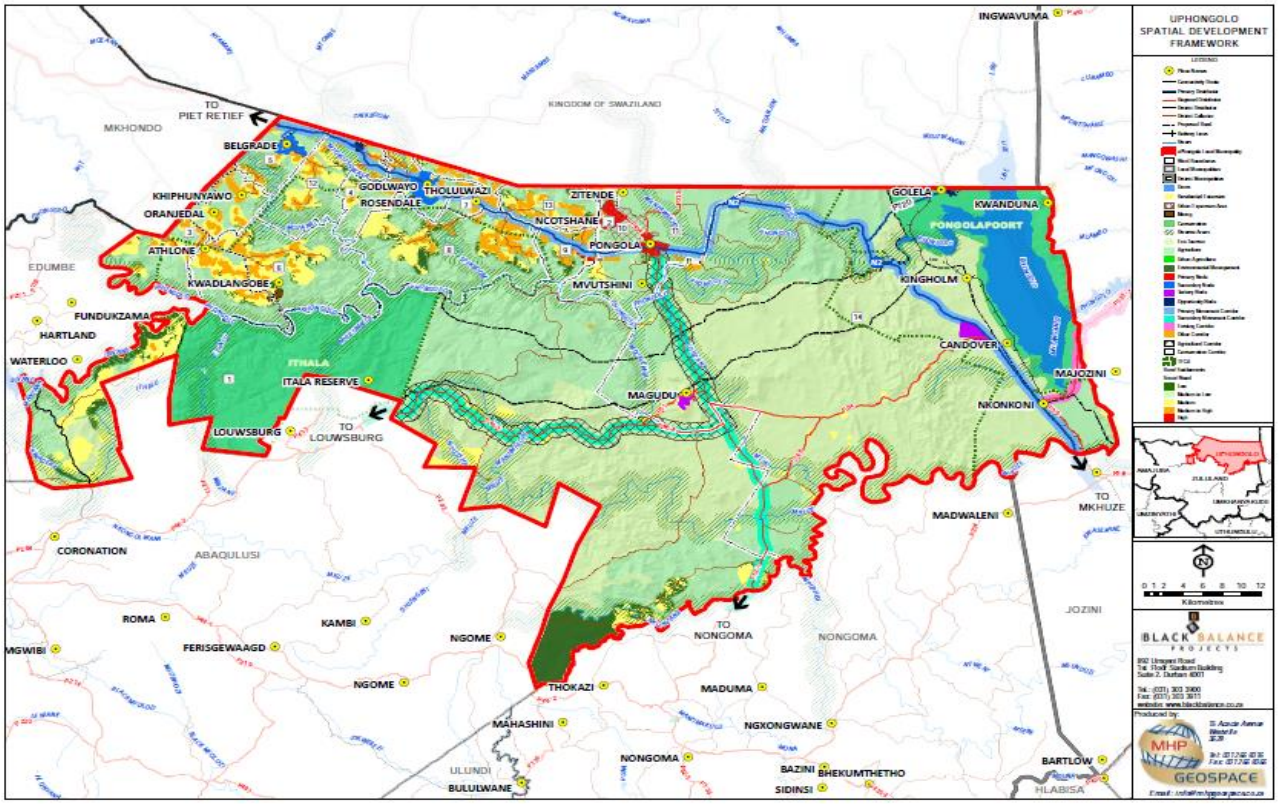


Figure 166: Settlements



9.3.2 Map Reflecting Spatial Reconstruction Of The Municipality

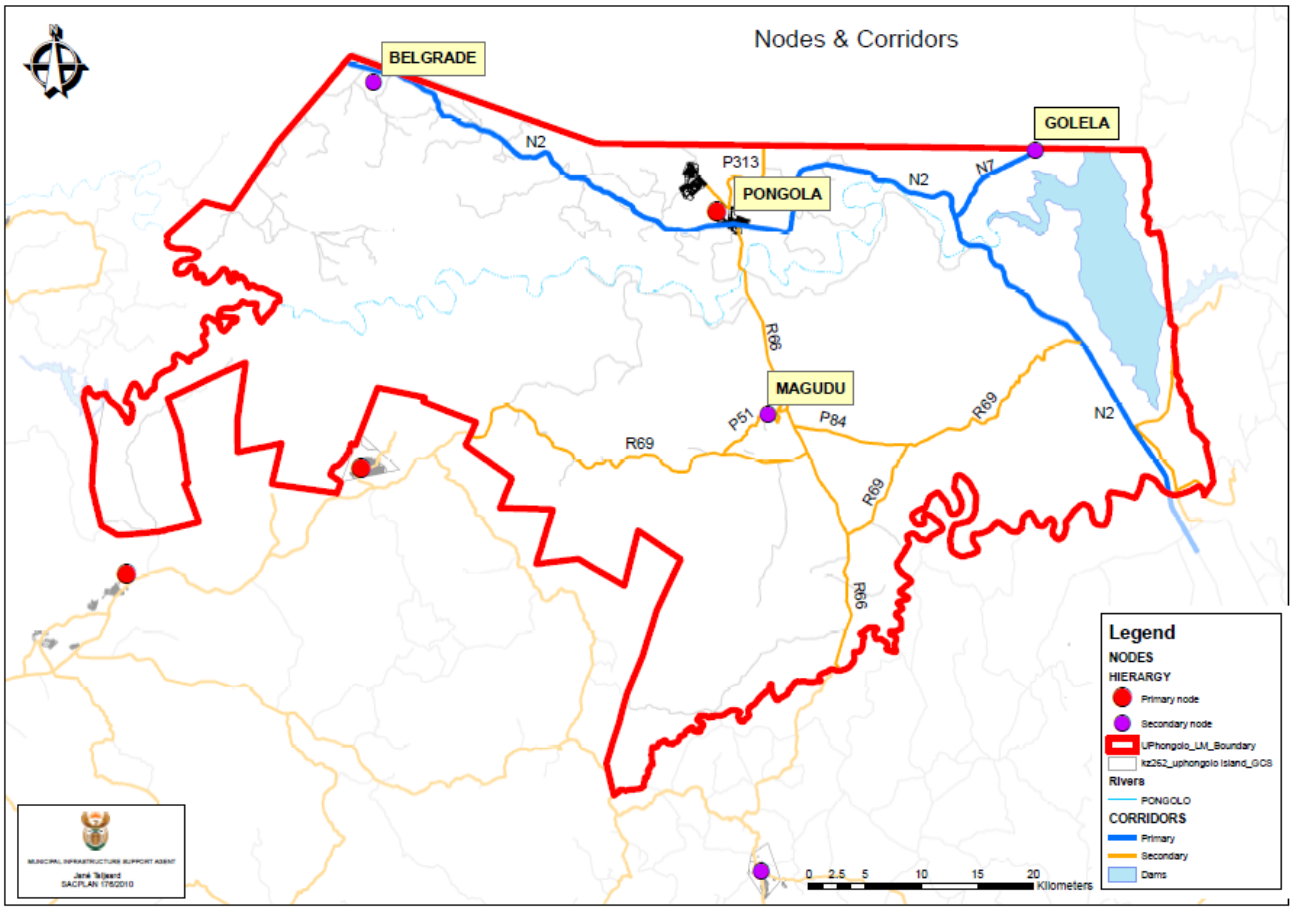
Figure 167: UPhongolo Municipal's Desired Spatial Outcomes



Source: SDF 2018

9.4 Strategic Guidance Location and Nature of Both Public and Private Development Within the Municipality

Figure 168: UPhongolo Nodes and Corridors



The nodes and corridors have a very important role to play in respect of creating a more efficient urban economy. A case in point is Belgrade that is developing into a very strong secondary node with increasing services and utilities being available to the rural communities located within a 20km radius.

Closely linked to the nodes and corridors are the proposed municipal expansion areas. The criteria applied to identify them focused on increase efficiencies, spatial integration, service expansion, service provision and environmental sustainability. More detail regarding the municipal spatial expansion area is provided in ta following sub-section.

The sustainable use of land both in the case of agricultural and urban related used are critical. Apart from Act 70 of 1970 (Subdivision of Agricultural Land Act, no.70 of 1970) and Land Use Management processes, cognizance has to be taken of the agricultural potential of land in the municipal area as reflected in the following map.

As part of the municipal SDF process, expansion areas were identified giving due consideration to environmental, geotechnical, air quality, slope and other development informants. A process to refine the planning of the expansion areas and to determine their suitability for development purposes is now required.
The main expansion area envisaged is the area south of Ncotshane and north of Pongola. Like most other towns in South Africa, urban areas developed separately and in isolation from each other.

The following is envisioned for this expansion area:

- Mixed use residential & Commercial Development based on Breaking New Grounds Principles.
- No Leapfrog Development to be allowed.
- Gradual growth of Pongola and Ncotshane towards each other to be promoted.

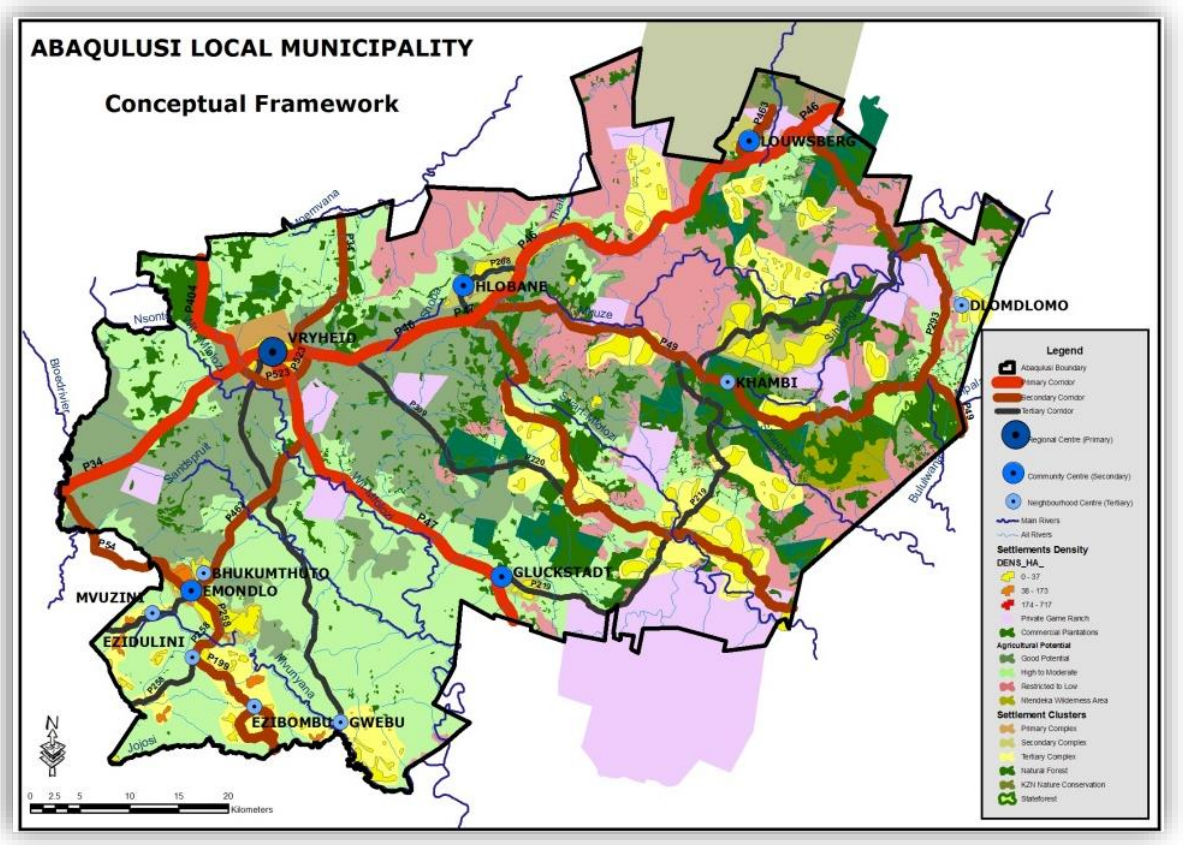
9.5 Spatial Alignment With Neighboring Municipalities

In order to develop proposals that are not contradictive to proposals made by adjacent municipalities, it is necessary to consider the Spatial Development Frameworks of the Adjacent Municipalities. This section therefore deals with alignment with the adjacent municipalities, which includes the following Municipalities:

- aBaqulusi Local Municipality
- eDumbe Local Municipality
- Jozini Local Municipality
- Mkhondo Local Municipality
- Nongoma Local Municipality
- Kingdom of Swaziland

Abaqulusi Local Municipality

Figure 169: Reflecting aBaqulusi Local Municipality SDF

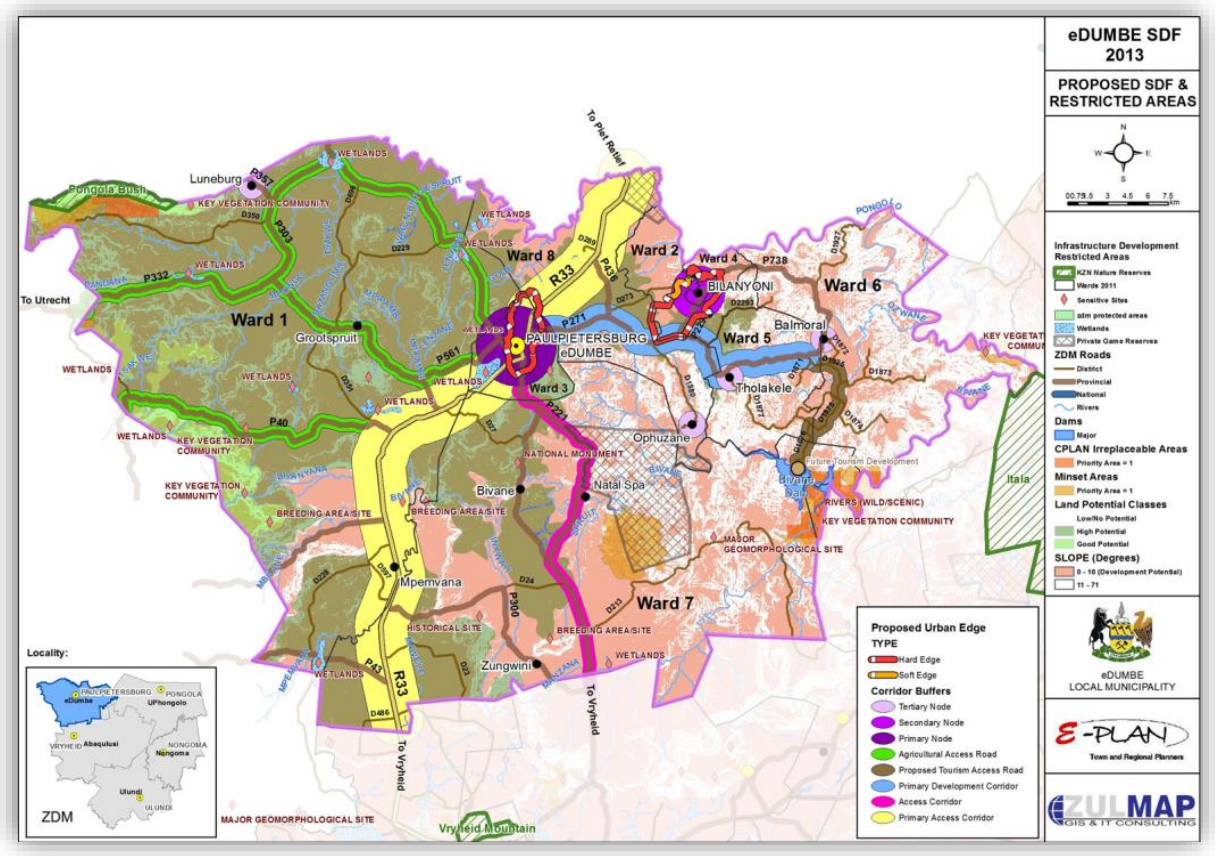


Source: aBaqulusi Local Municipality

Cross Boundary Land Uses	Forestry & Agriculture, residential activities.
Nearest Nodal Point	Louwsburg
Corridors Connecting to uPhongolo	R69 Mobility Corridor

Edumbe Local Municipality

Figure 170: Reflecting eDumbe Local Municipality SDF

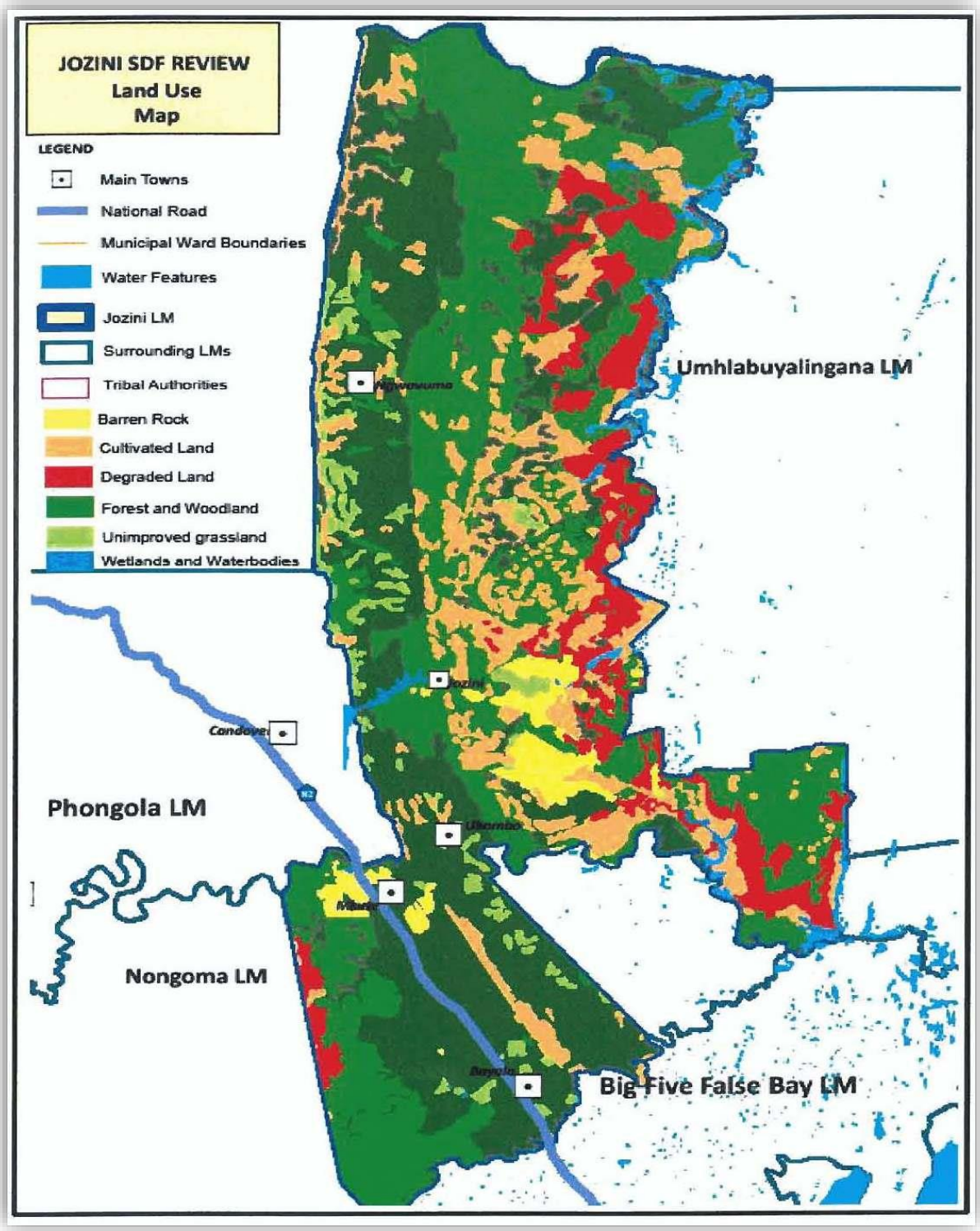


Source: eDumbe Local Municipality

Cross Boundary Land Uses	Natural Sensitive Environment & a Rural Settlements
Nearest Nodal Point	Paul Pietersburg
Corridors Connecting to uPhongolo	None. Small Road connecting community to Belgrade

Jozini Local Municipality (Zululand District Municipality)

Figure 171: Reflecting: Jozini Local Municipality SDF

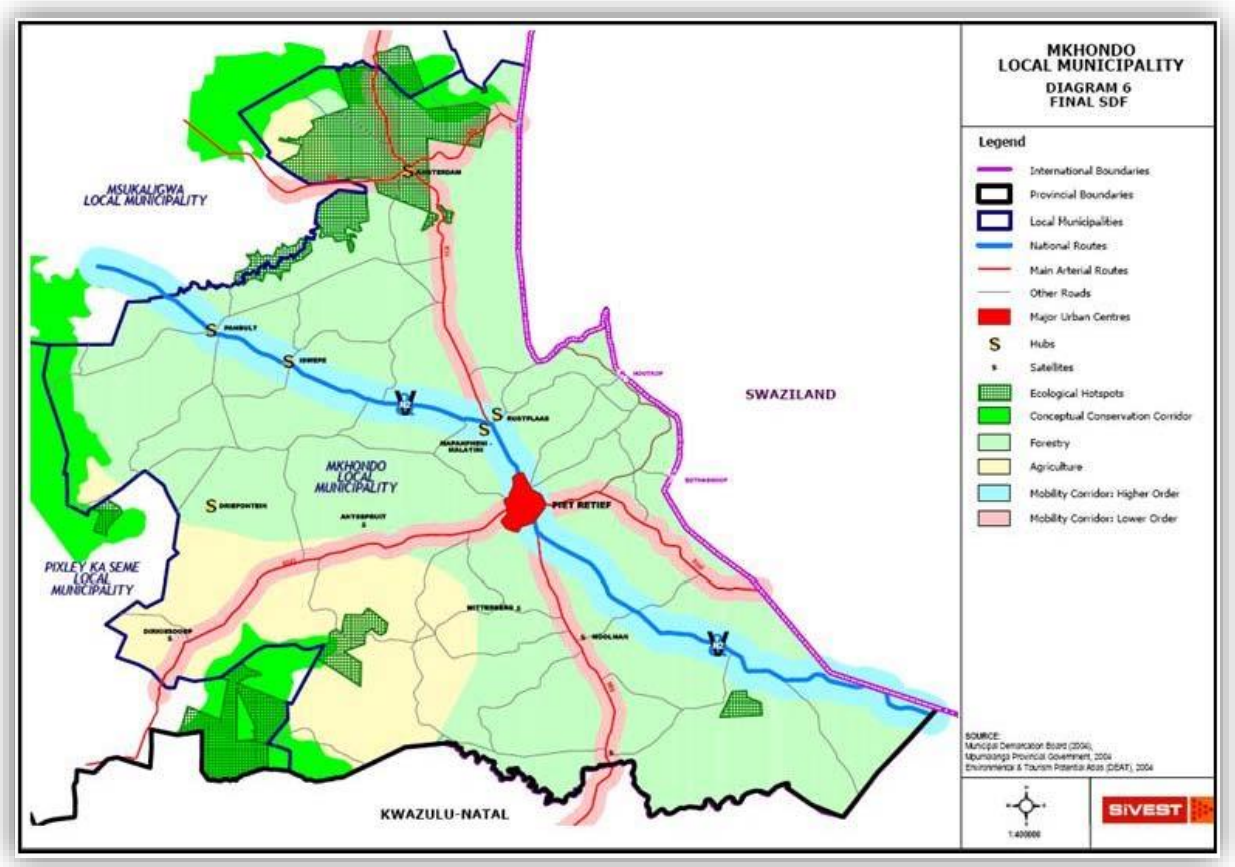


Source: Jozini Local Municipality

Land Uses on uPhongolo boundary	Mostly Natural Vegetation and high potential agricultural land, with commercial sugarcane
Nearest Nodal Point	Mkuze
Corridors Connecting to uPhongolo	N2 National Route and Higher Mobility Corridor

Mkhondo Local Municipality (Mpumalanga Province)

FIGURE 172: Reflecting Mkhondo Local Municipality M SDF

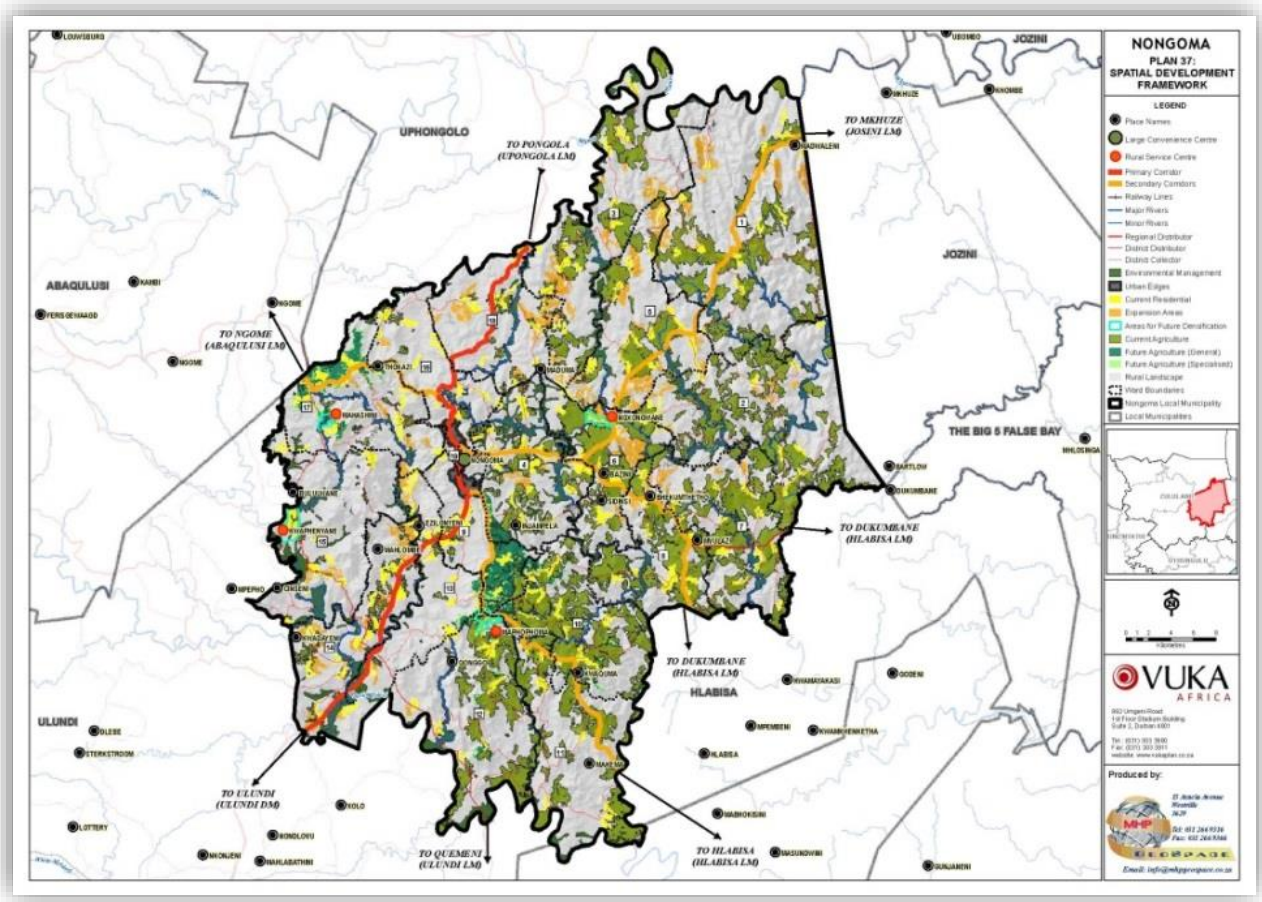


Source: Mkhondo Local Municipality

Proposed Land Uses on uPhongolo boundary	Forestry
Nearest Nodal Point	Piet Retief
Corridors Connecting to uPhongolo	N2 National Route, which is the main mobility Corridor for both municipalities.

Nongoma Local Municipality

Figure 173: Reflecting Nongoma Local Municipality SDF



Source: Nongoma Local Municipality

Proposed Land Uses on uPhongolo boundary	Natural Environment, & Rural Settlements (“Rural Landscape”)
Nearest Nodal Point	Nongoma
Corridors Connecting to uPhongolo	R66 – Mobility and Agricultural Corridor

Kingdom of eSwatini

Cross border alignment of proposals cannot be planned at Municipal Level. The Border Post on the other hand is a National and Provincial priority, which allows for economic opportunities to be exploited.

9.6 Areas Where Strategic Intervention is Required

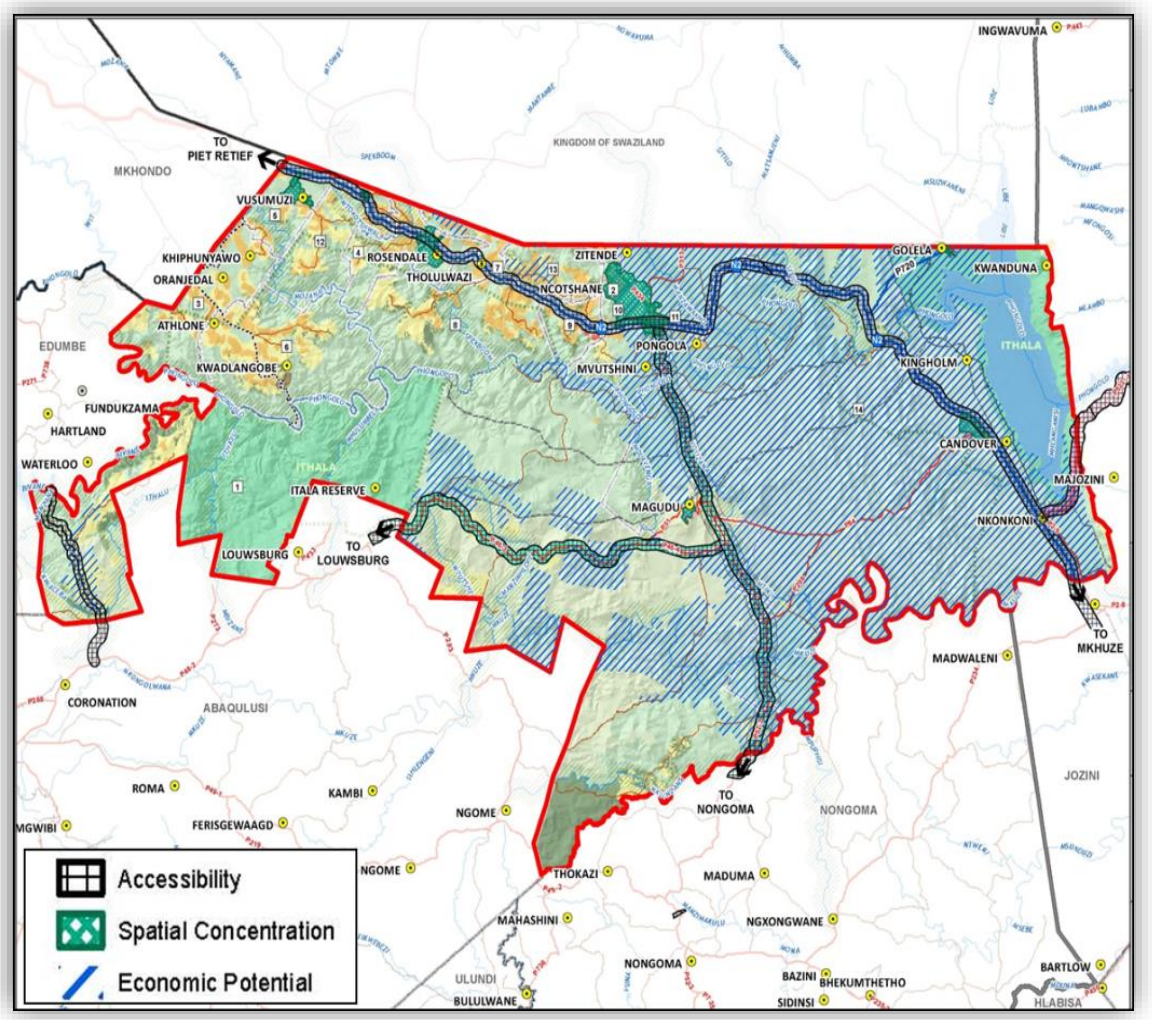
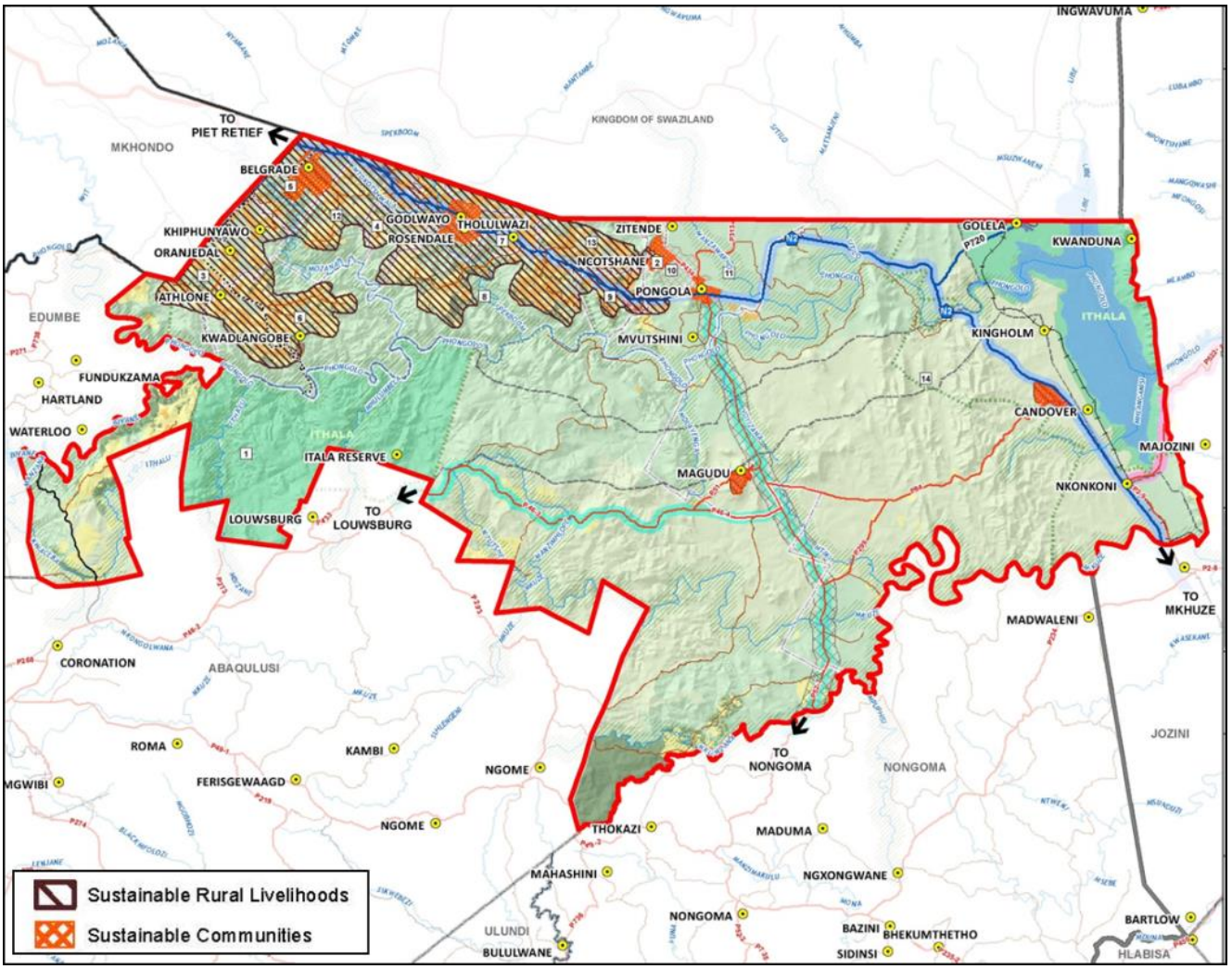
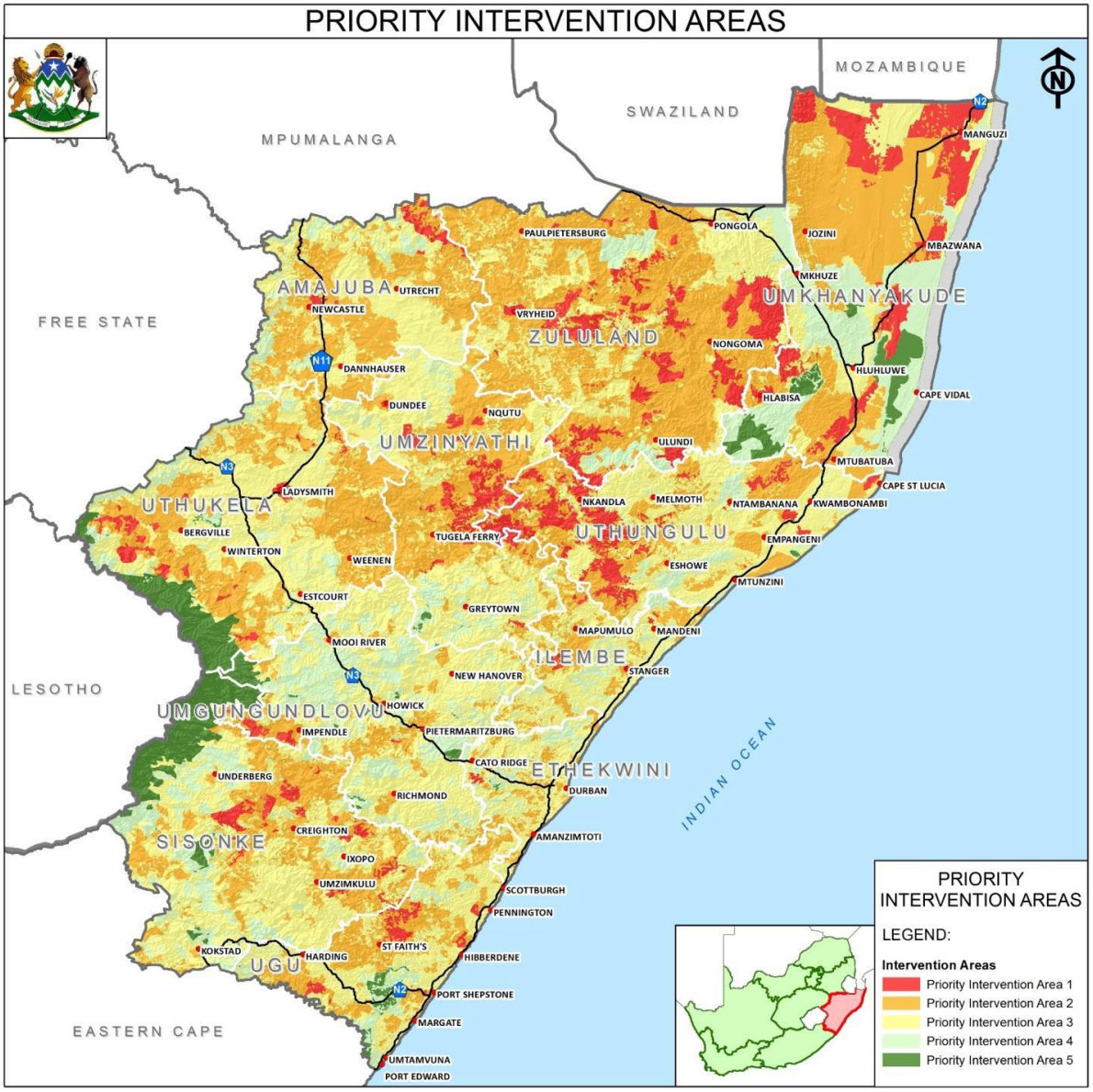


Figure 174: Spatial Economic Development Principles



9.6.1 Map Reflecting Strategic Interventions



Proposed 2018/2019 Capital Investment

The Municipality's Capital investment for the 2016/17 and 2018/2019 period is focused on and limited by grant funding (national and Provincial) derived from MIG and the Department of Human Settlement.

Capital Expenditure Allocations	Ward	Budget Year 2016/17	Budget Year 2017/18	Budget Year 2018/19	Source of Funds	Status of Project
		R	R	R		
Belgrade paving	5	2 860 000				Delayed
Hlambanyathi Creche	14	860 000				Delayed
Access roads ward	14	4 700 000				Delayed
Surfacing of Gravel roads in Ncotshane	2&10		290 668		MIG	Completed
Vimbemshini crèche	3		59 490		MIG	Ongoing
Thandukukhanya Sportfield	7		402 809		MIG	Completed
Community hall	11	1 779 000	2 003 122		MIG	Completed
Ncotshane sports complex	10	2 030 000	6 000 000	6 000 000	MIG	Ongoing
Good hope crèche	13	800 000	334 755		MIG	Completed
Access roads	9	3 814 000	673 006		MIG	Completed
Access roads	6	4 767 000	317 201		MIG	Completed
Sportfield	14		271 114		MIG	Completed
Qhubekani No. 2 creche	9		68 000		MIG	Completed
Access roads	14		1 510 077		MIG	Completed
Mashobana community hall	6	2 500 000	2 360 493		MIG	Ongoing
Access roads	3	4 700 000	498 966		MIG	Completed
Clinic and education access roads	11		1 399 024		MIG	Ongoing
Access roads	1		199 084		MIG	Completed
Mgomane crèche	9	800 000	27 189		MIG	Completed

Kranskloof community hall	13		129 938		MIG	Completed
Community hall	4	2 500 000	2 672 586		MIG	Ongoing
Capital Expenditure Allocations	Ward	Budget Year 2016/17	Budget Year 2017/18	Budget Year 2018/19	Source of Funds	Status of Project
Tarring of roads	11	8 000 000	4 534 246		MIG	Ongoing
Sportfield	9		1 500 000		MIG	New
Sigungwini sportfield	11		2 052 000		MIG	Ongoing
Community Hall	14			2 500 000	MIG	New
Community Hall	8			2 500 000	MIG	New
Community Hall	12			1 500 000	MIG	New
Access roads	12			4 654 980	MIG	New
Access roads	8			3 022 970	MIG	New
Access roads	15			1 500 000	MIG	New
Access roads	10			3 726 350	MIG	New
Creche	5			1 000 000	MIG	New
Imbube Cultural Village	1	2 633 038	4 500 000		IMBUBE	New
Electrification Programme:						
Isivule MaGombe, KwaLubisi ngenhla, KwaLubisi ngezansi, Thandukukhanya, Mazana, Mdakeni, Mvelazitha	7		4 900 000		INEP	Ongoing
Dwarsland	1	669 000	900 000		INEP	Completed
Madanyini, Mdonini, Mphafeni, Msuzwaneni	9		3 200 000			New
Electricity Mass Programme	1	4 927 890				Completed
Sub rank facility	11	463 792				Ongoing
Flea market	11	211 611				Completed
Solar street lights	11	428 221				Completed
Other		18 000 000		8 500 000	INEP	New
TOTAL		67 443 552	40 803 950	34 904 300		

Special Programmes Budget 2019/2020

PROJECT DESCRIPTION	BUDGET 2018/19	SOURCE OF FUNDING
Women and Children Programmes	**2 104 000**	**OWN**
Youth Programmes	**4 000 001**	**OWN**
Disabled People Programmes	**526 000**	**OWN**
Men Support Programmes	**693 000**	**OWN**
Sports Events Programmes	**4 031 650**	**OWN**
LED / Ward Upliftment Projects	**1 578 000**	**OWN**
Poverty Alleviation Programmes	**1 210 400**	**OWN**
HIV / AIDS Programmes	**776 916**	**OWN**
Student Financial Assistance	**800 000**	**OWN**
TOTAL	**15 720 864**	

SECTION: E-2
IMPLEMENTATION PLANS

10 Implementation Plan

10.1 Uphongolo Municipality Ward Based Plans: Community Consultation Projects and Priorities

PROJECT:	MUNICIPALITY/ SECTOR DEPARTMENT:	AREA:
WATER i.e. Including Water Tanks	Zululand District Municipality and Department of Water and Sanitation.	Whole Ward 1 Area.
HOUSING i.e 2500 (Two thousand and five hundred) Houses needed	Department of Human Settlements	Whole Ward 1 Area.
TOILETS (Sanitation)	Department of Water and Sanitation and Zululand District Municipality	Whole Ward 1 Area.
COMMUNITY HALLS	UPhongolo Local Municipality	Mpakama, Mpalaza, Manzamhlope, eSidakeni and Dwarsland Hall to be extended.
ACCESS ROADS	UPhongolo Local Municipality and Department of Transport	Mgolomba, Manzamhlophe, Morreson, Nyaliza, Mpakama, Petergate, Bhangeni, Mpondo, Mpalaza and Slevu Area.
SPORTS GROUNDS	Department of Sports and Recreation	Dwarsland.Mdolomba, Mshikashika, Mpatha, Moresson, Nyaliza, Manzamhlophe, Mkhaya, Mpakama, Petergate, Magudu, Sdakeni, KwaSotsha, Mpondo, Mpalaza, Bhangeni and Mhlabaneni.
CLINICS	Department of Health	Dwarsland, Magudu and Mpalaza Area.
SCHOOLS	Department of Education	Primary School at Mpalaza Area.
YOUTH CENTERS	Department of Sports and Recreation	Magudu, Mpakama and Dwarsland Area.
CRECHE	UPhongolo Local Municipality and Zululand District Municipality	Nyaliza, Manzamhlophe, Morreson, Mphatha, Mgolomba, Magudu, Petergate, KwaSotsha, Mkhaya,

		Mpalaza, Mhlabaneni and Bhangeni Area.
CAMP FENCING	Department of Agriculture and Department of Rural Development and Land Reform	Mshikashika, Dwarsland, Mpakama, Manzamhlophe, Nyaliza, Esidakeni, Mganwini, Mphatha and Petergate Area.
LIBRARIES	UPhongolo Local Municipality and Department of Arts and Culture	Dwarsland, Manzamhlope, Mpakama and Magudu Area.
DIPPING TANKS	Department of Agriculuture and Environmental Affairs	Mpakama, Sdakeni, Morreson, Mpalaza, Bhangeni, Mhlabaneni, Mgolomba and Mshikashika Area.
JOJO TANKS (Water Tanks) i.e 2500 (Two thousand and five hundred) Households	Department of Water and Sanitation and Zululand District Municipality	Whole Ward 1.
HIGH MAST LIGHTS	UPhongolo Local Municipality	Magudu, Mpakama and Dwarsland Area.
TARRING OF ROADS	Department of Transport and UPhongolo Local Municipality	Magudu, Mpakama, Petergate, Dwarsland, Bhangeni and Mhlabaneni Area.
CEMETRIES FENCING	UPhongolo Local Municipality	Magudu, Mpakama, Petergate, Dwarsland, Bhangeni and Mhlabaneni Area.
WARD COUNCILLOR OFFICE	UPhongolo Local Municipality and COGTA	Should be built at the centre of the ward.
POUTRY PROJECTS	UPhongolo Local Municipality	Magudu, Morreson, Dwarsland, Petergate, Mpakama, Mpalaza, Mpondo, Mhlabaneni and Bhangeni Area.
ELECTRICITY	UPhongolo Local Municipality and Department of Energy	Infills at Mpondo Area (15 connections), Mpakama Area (25 connections), Esidakeni Area (15 connections), Petergate (8 connections) and Nyaliza Area (5 connections).
NETWORK AERIAL	Network Providers and Dept of Communication	Morreson Area, Dwarsland Area and Manzamhlophe Area
LIGHTNING CONDUCTORS	Department of Corporative Governance and Traditional Affairs, UPhongolo Local Municipality & ZDM.	Dwarsland, Mgolomba, Mpakama, Mshikashika, Nyaliza and Manzamhlophe Area.

10.2 Uphongolo Municipality's Proposed Projects For 2018/2019 And Status of Previous Projects

The Municipality's Capital investment for the 2016/17 and 2018/2019 period is focused on and limited by grant funding (national and Provincial) derived from MIG and the Department of Human Settlement.

Figure 175: uPhongolo Municipality's Proposed Projects for 2018/2019 and Status of Previous Projects

Capital Expenditure Allocations	Ward	Budget Year 2016/17	Budget Year 2017/18	Budget Year 2018/19	Source of Funds	Status of Project
		R	R	R		
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Hlambanyathi Creche	14	860 000				Delayed
Access roads ward	14	4 700 000				Delayed
Surfacing of Gravel roads in Ncotshane	2&10		290 668		MIG	Completed
Vimbemshini crèche	3		59 490		MIG	Ongoing
Thandukukhanya Sportfield	7		402 809		MIG	Completed
Community hall	11	1 779 000	2 003 122		MIG	Completed
Ncotshane sports complex	10	2 030 000	6 000 000	6 000 000	MIG	Ongoing
Good hope crèche	13	800 000	334 755		MIG	Completed
Access roads	9	3 814 000	673 006		MIG	Completed
Access roads	6	4 767 000	317 201		MIG	Completed
Sportfield	14		271 114		MIG	Completed
Qhubekani No. 2 creche	9		68 000		MIG	Completed
Access roads	14		1 510 077		MIG	Completed
Mashobana community hall	6	2 500 000	2 360 493		MIG	Ongoing
Access roads	3	4 700 000	498 966		MIG	Completed
Clinic and education access roads	11		1 399 024		MIG	Ongoing
Access roads	1		199 084		MIG	Completed

Mgomane crèche	9	800 000	27 189		MIG	Completed
Kranskloof community hall	13		129 938		MIG	Completed
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Sportfield	9		1 500 000		MIG	New
Sigungwini sportfield	11		2 052 000		MIG	Ongoing
Community Hall	14			2 500 000	MIG	New
Community Hall	8			2 500 000	MIG	New
Community Hall	12			1 500 000	MIG	New
Access roads	12			4 654 980	MIG	New
Access roads	8			3 022 970	MIG	New
Access roads	15			1 500 000	MIG	New
Access roads	10			3 726 350	MIG	New
Creche	5			1 000 000	MIG	New
Imbube Cultural Village	1	2 633 038	4 500 000		IMBUBE	New
Electrification Programme:						
Isivule MaGombe, KwaLubisi ngenhla, KwaLubisi ngezansi, Thandukukhanya, Mazana, Mdakeni, Mvelazitha	7		4 900 000		INEP	Ongoing
Dwarsland	1	669 000	900 000		INEP	Completed
Madanyini, Mdonini, Mphafeni, Msuzwaneni	9		3 200 000			New
Electricity Mass Programme	1	4 927 890				Completed
Sub rank facility	11	463 792				Ongoing
Flea market	11	211 611				Completed
Solar street lights	11	428 221				Completed
Other		18 000 000		8 500 000	INEP	New
TOTAL		67 443 552	40 803 950	34 904 300		

10.3 Figure 176: Grants Allocations 2019/2020

Transfers and grant allocations	2019/20	2020/21	2021/22
	R	R	R
Equitable Share	136 387 000	151 240 509	157 591 485
Finance Management Grant	2 435 000	2 867 000	3 131 000
Municipal Integrated Grant	26 886 900	28 222 600	30 145 400
Municipal Integrated Grant 5% operational	1 415 100	1 485 400	1 586 600
Maintenance of Sport Facilities	93 628	98 683	104 012
Integrated National Electricity Programme Grant	8 500 000	9 500 000	10 000 000
Provincialisation of Libraries Grant	1 760 000	1 848 000	1 950 000
Community Library Services Grant	422 000	452 000	484 000
Expanded Public Works Programme Grant	2 513 000	-	-
Buildings plans information grant	-	600 000	-
Koppie guest house grant	1 000 000	1 058 000	1 116 000
Mkuze falls grant	2 000 000	2 116 000	2 232 000
Mkuze air port	3 000 000	3 126 000	3 298 000
	47 808 918	47 808 918	23 904 459
TOTAL	**234 221 546**	**250 423 110**	**235 542 957**

10.4 Department of Social Development 2018/2019

Figure: Database of Pongola Projects

NAME OF PROJECT	TYPE OF REGISTRATION	WARD	TYPE OF PROJECT
Abenzi bezwi	NPO	4	Women's agricultural project
Impisethunjini Project	NPO	13	Women agricultural project
KwaShoba Community Project Youth Project	NPO	15	HIV/AIDS activities
Sinyathela usizi Project	NPO	12	Women's Agricultural project
Savela nathi Project	NPO	7	Arts and Craft

Ithembalikithi Organization	NPO	2	Community safety
Sizabantu Project	NPO		Youth Development

10.5 Department of Transport 2019/2020

KZ / LM	Project description	Objective	Location	Ward No.	Target Output 2019/20	2019/20 Budget
KZ 262 - uPhongolo LM	D2499	ReGravelling	Khiphunyawo	Ward 6	2	1 300 000
	D1934	ReGravelling	Mahlangase	Ward 14	3,3	1 900 000
	L1540	ReGravelling	Ezigadini	Ward 7	3,2	1 600 000
	D347	ReGravelling	Farmer	Ward 1	2	1 300 000
	L1389	ReGravelling	Bambanani	Ward 7	1,2	650 000
	L1538	ReGravelling	Candover	Ward 14	3	1 500 000
	D1844	ReGravelling	Manyandeni	Ward 6	4	1 500 000
	D1865	ReGravelling	Khiphunyawo	Various	3	1 650 000
	Maintenance of km posts (labour contract)	Routine Maintenance	Various Roads	Various	419,16	200 000
	Pipe installation & headwalls (material, labour and plant)	Routine Maintenance	Various Roads	Various	90,91	2 000 000
	Drain Clearing & verge maint (labour contract 3) - Quotation	Routine Maintenance	Various Roads	Various	44,72	500 000
	Drain Clearing & verge maint (labour contract 2)	Routine Maintenance	Various Roads	Various	15,63	200 000
	Drain Clearing & verge maint (labour contract 1)	Routine Maintenance	Various Roads	Various	15,63	200 000
	Maintenance of Info signs (labour contract 2)	Routine Maintenance	Various Roads	Various	90,00	200 000
	Maintenance of Info signs (labour contract 1)	Routine Maintenance	Various Roads	Various	90,00	200 000
	Regulatory & Warning signs (labour contract) - Quotation	Safety Maintenance	Various Roads	Various	312,50	500 000
	Blacktop Patching - Annual Contract	Safety Maintenance	Various Roads	Various	312,5	3 000 000
	Guardrail installation & repair (labour contract)	Safety Maintenance	Various Roads	Various		200 000
	Gabion Protection - Quotation (material, labour and plant) (Contract 2)	Special Maintenance	Various Roads	Various	312,50	600 000
	Gabion Protection - Quotation (material, labour and plant) (Contract 1)	Special Maintenance	Various Roads	Various	312,50	600 000

SECTION: F
FINANCIAL PLAN

11 Financial Plan

Introduction of MCOA, Implementation and Compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Co-operative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (MSCOA) into effect on 22 April 2014. MSCOA provides a uniform and standardised financial transaction classification framework. Essentially this means that MSCOA prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditure (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate its applicability and relevance to each specific municipal environment while accommodating organisational uniqueness and structural differences. The Regulation provides for a three-year preparation and readiness window and all 278 municipalities must be compliant to the MSCOA classification framework by 1 July 2017.

Chapter 6 of the MFMA tasks the Municipal Manager managing the financial administration of the municipality. Since MSCOA is a municipal business reform, the Municipal Manager has the overall responsibility to manage the successful implementation of the MSCOA project within the municipality, to ensure the municipality is able to capture all transactions (at posting level) in accordance with MSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

Implementation of MSCOA

The MSCOA Steering Committee of the municipality has a multi-disciplinary team including members of top management. The Committee is functional and perform the following functions:

- Finance and Budgeting
- Management
- Risk management;
- Engineering; Technical and Planning
- Information technology
- Human resources.
- Community
- Local Economic Development

The representatives, at the appropriate senior level, of all departments should also be represented on the Steering Committee, which should be chaired by the Municipal Manager or a Project Sponsor, duly assigned the role in writing. Committee members should be assigned in writing to the Steering Committee and their performance agreements amended to accommodate these responsibilities.

11.1 Adoption of A Financial Plan

uPhongolo Municipality's Budget/Financial Plan for 2019/2020 was adopted by Council in May 2019 (MTREF-2019/2020 to 2021/2022) and is annexed hereto for ease of reference.

11.2 An Overview of the 3-Year Municipal Budget

The Budget/Financial Plan provides an overview of the 3-year Municipal Budget, Analysis and explanation thereof. The Municipality's Financial Plan is prepared over MTERF and its analysis and explanations are well documented on the executive summary submitted to Treasury and COGTA respectively. The final budget is annexed hereto for ease of reference.

11.3 Financial Management Policies and Strategies

The Budget/Financial Plan for uPhongolo Municipality reflects sound financial strategies with regard to expenditure and in particular cost containment measures that are being implemented. The Financial Plan covers sound financial strategies since the cash inflow was based on an estimated collection rate. The Municipality has developed a Revenue Enhancement Strategy which is being implemented as at 2017/2018 financial year. However, the Municipality is using the Debt and Credit Control Policy to collect revenue that is due to the Municipality.

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Budget Related-Policies

The Municipality's budgeting process is guided and governed by relevant legislation, frameworks, strategies and related policies. The purpose of budget-related and financial purposes is to provide a sound environment to manage the financial actions of the municipality with relevant legislation framework. The previous year's adopted policies were reviewed as part of the budget compilation process and will be approved by Council in March 2018. The following are key budget-related policies:

Credit Control and Debt Collection Procedures/Policies

This policy is required in terms of section 96 of the Municipal Systems Act, 32 of 2000 to provide for credit and debt collection procedures and mechanisms to ensure that all consumers pay for services supplied.

While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to ensure that it is in concert with the Municipal Systems Act.

Asset Management, Infrastructure Investment and Funding Policy

This policy has the purpose to prescribe the accounting and administrative procedures relating to property, plant and equipment (assets). This policy was not reviewed during the current year.

Budget Policy

This policy captures the principles which must be followed in preparing a medium term revenue and expenditure framework budget. It further ensures that the budget reflects the strategic outcomes embodied in the IDP and related strategic policies. An amended policy will be considered by Council in March 2019.

Budget and Virement Policy

The Budget and Virement Policy aims to empower senior managers with an efficient financial and budgetary amendment and control system to ensure optimum service delivery within the legislative framework of the MFMA and the Municipality's system of delegations. The reviewed Budget and Virement Policy was approved by Council on 24 March 2018 in respect of both Operating and Capital Budget Fund Transfers. An amended policy will be considered by Council in March 2018.

Borrowing Policy

The purpose of the policy is to establish a borrowing framework for the municipality and to set out the objectives, policies, statutory requirements and guidelines for the borrowing of funds in order to:

- Manage interest rate and credit risk exposure;

- Maintain debt within specified limits and ensure adequate provision for the repayment of debt; and
- Ensure compliance with all legislation and Council policy governing borrowing of funds.

Cash Management and Investment Policy

The Municipality's reviewed Cash Management and Investment Policy was approved by Council on 24 March 2018. An amended policy will be considered by Council in March 2019. The aim of the policy is to ensure that the Municipality's surplus cash and investments are adequately managed, especially the funds set aside for the cash backing of certain reserves.

Petty Cash Policy

This policy governs the issuing of petty cash in terms of the supply chain management policy and the effective utilisation of petty cash according to authorised processes only. An amended policy will be considered by Council in March 2018.

Supply Chain Management Policy

The Supply Chain Management Policy was adopted by Council in July 2006 and was last reviewed in December 2013 to take into account the new regulations. An amended policy will be considered by Council in March 2019.

Tariff Policies

The Municipality's tariff policies provide a broad framework within which the Council can determine fair, transparent and affordable charges that also promote sustainable service delivery. The policies have been approved on various dates and a consolidated tariff policy is envisaged to be compiled for ease of administration and implementation of the next two years.

All the above policies are available on the Municipality's website, as well as the following budget related policies:

- Property Rates Policy;

- Tariff Policy; and
- Indigent Policy.

The policies mentioned above approved by Council in March 2019.

11.4 Three-Year Opex

The 3-Year OPEX is indicated in the Budget/Financial Plan for 2019/2020 and has included an allocation of Operations and Maintenance Costs for municipal Fixed Assets. Kindly refer to the 2019/2020 Budget/Financial Plan annexed hereto for ease of reference.

11.5 Municipal Ability's Operational Expenses

The repairs and maintenance are budgeted for against the total of non-current assets.
Please refer to the 2019/2020 budget plan annexed hereto for ease of reference.

11.6 The Financial Plan Contains Projects with Committed Funding

The Financial Plan contains projects with committed funding, which is internal (MTEF allocations inclusive of Sector Departments allocation/projects). The Financial plan does not include the allocations for sector departments but Sector Departments projects are included in the IDP and some with committed funding.

SECTION G:

ANNUAL OPERATIONAL PLANS

(COPIES OF SCORECARD AND SDBIPs ARE ANNEXED HERETO FOR EASE OF REFERENCE)

12 Annual Operational Plans

uPhongolo Municipality has annexed hereto (2019/2020) an Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans in the file.

The Council approved (2019/2020) an Organisational Scorecard and Departmental Service Delivery Budget and Implementation Plans are aligned with the Goals, Objectives and Strategies in Chapter D of the IDP.

The performance indicators are included and fully explain how the SDBIP is measured.

SECTION H:

ORGANISATIONAL PMS FRAMEWORK

AND

INDIVIDUAL PERFORMANCE

MANAGEMENT POLICY

(COPIES PMS POLICY DOCUMENTS ARE ANNEXED HEREWITH FOR EASE OF REFERENCE)

13 Organisational and Individual Performance Management System

uPhongolo Municipality has annexed hereto a copy of uPhongolo Municipality Organisational PMS Framework and a copy of Individual PMS Policy for ease of reference. The PMS documents were approved by Council for implementation and they explain how the OPMS and IPMS are applied within the Municipality.

The Council approved (2019/2020) IDP contains the following:

- Organisational key performance indicators linked to departmental indicators,
- Departmental Indicators linked to outputs in the Performance Agreements.

13.1 Outputs in the Performance Agreements linked to activities in the operational plans and Indicators

13.2 The performance indicators are included and fully explain how the SDBIP is measured.

SECTION H:
BACK TO BASICS

14 Back to Basics

The OPMS (Organisational Scorecard/ SDBIPs) are aligned to the B2B pillars. The Organisational Scorecard/ SDBIPs are annexed hereto for ease of reference. The B2B programme has been prioritised by the Municipality and the IDP has clearly shown how the B2B Program is being implemented.

UPhongolo Municipality B2B Summary Report

Back to Basics Programme

1. The Back to Basics is a programme that was initiated in September 2014 by the Office of the President and it is implemented in municipalities by the National and Provincial CoGTA.
2. There was a declaration of intent that was signed by former Premier, Senzo Mchunu, MEC Dube-Ncube and municipalities wherein they pledged to ensure that there is effective implementation of the Back to Basics programme.
3. The Back to Basics programme does not derive from a sudden impulse to make a few cosmetic changes in local government. Rather, it is a carefully and well-thought through and designed plan which aims to:

    - ⇨ Restore the spirit of effective service delivery, efficient administration and clean governance in all 278 municipalities and 61 municipalities of the KwaZulu natal province.
    - ⇨ Ensure that all municipalities perform their basic responsibilities and functions without compromise.

4. The programme is built on 5 pillars. Each pillar has sub-questions which relate to it.
5. Both National and Provincial pillars are aligned to support the national priorities.

Five (05) Pillars of B2B

1) **Put people first** and their concerns first and ensure constant contact with communities through effective public participation platforms.

2) Create conditions for decent living by consistently **delivering municipal services** of the right quality and standard. This includes planning for, delivering and maintaining infrastructure and amenities, and managing the budget. Ensure that there are no failures in services and, where these occur, urgently restore services.

3) Be well governed and demonstrate **good governance and administration -** cut wastage, spend public funds prudently, hire competent staff, and ensure transparency and accountability.

4) Ensure sound **financial management and accounting**, and prudently manage resources to sustainably deliver services and bring development to communities.

5) **Build and maintain sound institutional and administrative capabilities**, administered and managed by dedicated and skilled personnel at all levels.

The programme is reported to National CoGTA on monthly basis and Provincial CoGTA on quarterly basis. Assessments are done quarterly by provincial CoGTA so as to validate the reports in a form of Portfolio of Evidence and meetings with relevant units in the municipality. The Support plan developed by Provincial CoGTA is based on the Auditor General's findings; Provincial Treasury Report; key challenges identified in the Municipal IDP as well as Reporting and Compliance units within CoGTA.

Forums That Support the Existence and Functionality of the Programme:

- District Technical Advisory Committee; (held Quarterly);
- Back to Basics Provincial Tasks Team (held quarterly); and
- Quarterly assessment within Municipalities

B2B Provincial Cogta Reporting

- There are no back to basics reports which are due to CoGTA and yet has not been submitted by the Local municipality.
- All Back to Basics report for Quarter 1; 2 and 3 were submitted to CoGTA and the scoring for Quarter 2 was 80% and for Quarter 3 was 82%.
- A quarterly updated support plan is submitted to CoGTA concurrently with quarterly reports.

B2B National Cogta Reporting

- The Municipality is up-to-date with the reporting.
- The B2B programme was introduced in the Municipality in December 2014 whereas it was launched in September 2014.
- The Municipality started reporting on it as from January 2015, after sometime it became mandatory for the Municipality to report on the previous outstanding months being ‘’October, November and December”.

uPhongolo Municipality Back to Basics Successes:

Putting people first and good governance pillars scored 100% been due to the interaction between the municipality and its community stakeholders.

Areas of Improvement

- Sound financial management
- Building capable local government

A copy of Back to Basics plan for uPhongolo Municipality is annexed hereto for ease of reference and it is the Back to Backs program has clearly indicated its priorities and how it shall be implemented in the IDP.